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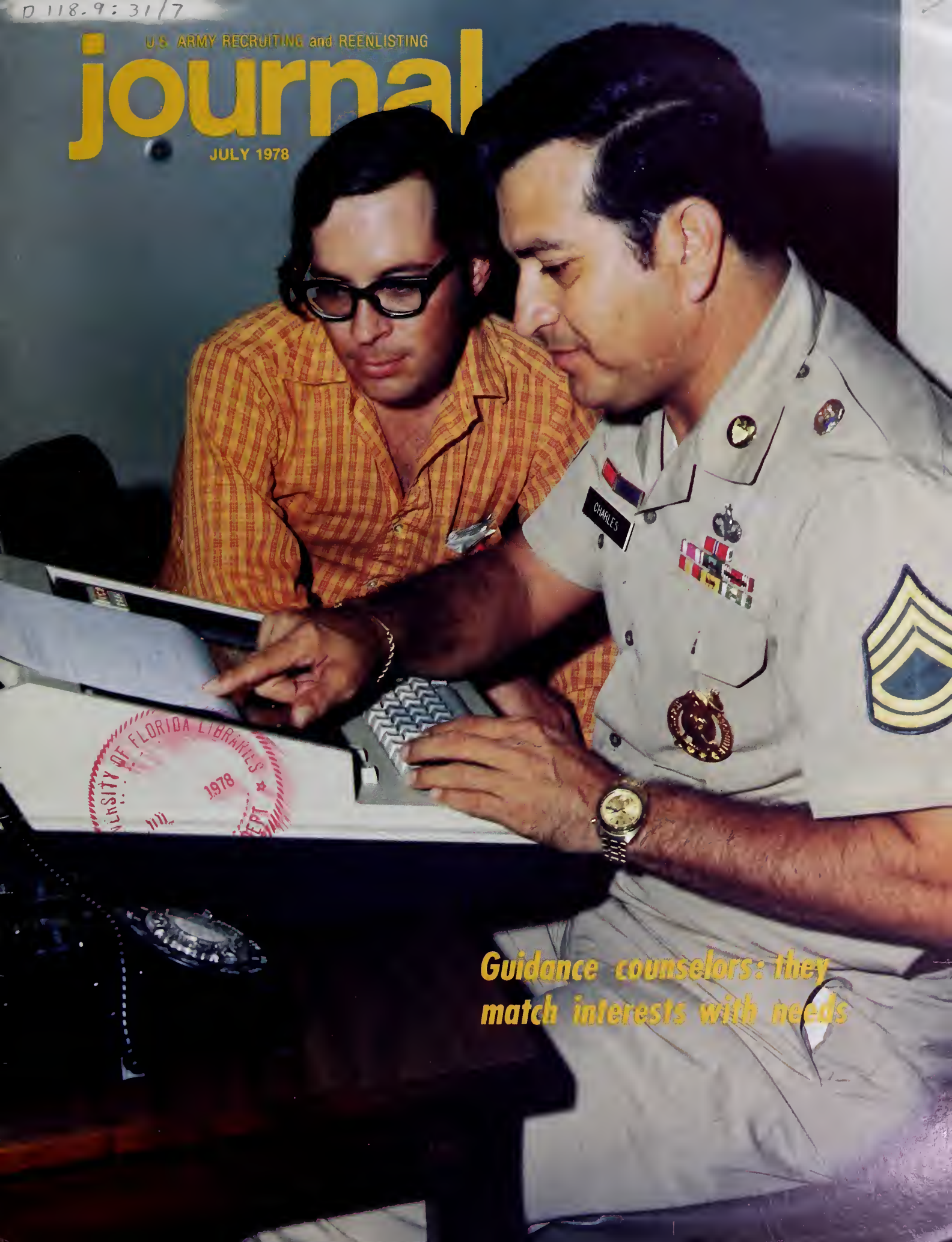
U.S. ARMY RECRUITING and REENLISTING

journal

JULY 1978



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1978
DEPT

Guidance counselors: they match interests with needs

Notable and "Quotable"

DRC commanders throughout USAREC wrote to our senators and congressmen in February and March asking for their public support to Army recruiting and the military as an honorable profession. All responses have been very favorable. Following are some of the comments received.

"I believe that the military remains not only the backbone of our defense system, but also offers valuable career opportunities for many young people. Undoubtedly, the United States Army and the other military services develop training programs where an individual may learn technical skills and develop responsibility through discipline."

—Senator Jennings Randolph, West Virginia

"I certainly agree that it is vital to instill public pride in the Army as well as to strengthen public awareness of the fact that the military remains an honorable profession. Please be assured that I will do what I can to encourage these ideals."

—Senator Howard W. Cannon, Nevada

"It has long been my belief that military service is an honorable and desirable profession. . . . I feel it is important that we convince our young men and women of the career opportunities offered by enlisted service. Please be assured that I will be willing to work with you in any way I can to help to achieve this goal."

—Representative Ike Skelton, Missouri

"I . . . believe there is increasing recognition in the Congress of (the recruiting) efforts required to operate the all volunteer Army. . . . It is my estimation that there is no possibility of reinstatement of the draft during peacetime; therefore, we will simply have to make the volunteer military work. It will not be easy, and I will try to make a small contribution in public meetings and other forums by voicing support for the important work you are about."

—Representative Joel Pritchard, Washington

"With the volunteer military and our current economy on an upswing from the 1974-1975 period, it is indeed challenging to attract the right individuals for a career in the Army. You can be assured that I will take every opportunity possible to encourage young people to give full consideration to all of the benefits offered through the military."

—Representative Samuel L. Devine, Ohio

"Many young people are allowed to improve their economic situation, their perspective of the world around them and many other things through military service. Personally, I served in the Navy during World War II and found many aspects to be beneficial and rewarding."

—Representative Don Edwards, California

"Anyone who says that military service is less than an honorable profession is either a non-American or an anti-American who is enjoying freedom because of the Army. I went on duty as a second lieutenant of infantry in 1930 and as I have often said to men in and out of uniform, if I had my life to live over, it would have been in the uniform of my country. I can't think of a better way to serve than that."

—Senator Barry Goldwater, Arizona

"As one of the original supporters in Congress of the All-Volunteer Army, I know well the responsibility that has been placed on the Recruiting Command. I have discussed the progress of the new Army with Secretary Alexander, and I am pleased with what I have learned. I salute all of the Army's recruiters for the fine job they are doing to help strengthen our national security.

"I have (spoken out) on many occasions and will continue to point out the important role that the men and women of the armed forces have in allowing our country to remain free and secure. You can also count on my support as a member of the Senate Defense Appropriations Subcommittee for adequate resources for the recruiting efforts of the Army. . . ."

—Senator Richard S. Schweiker, Pennsylvania

"I greatly share your concern for the need to maintain high levels of quality recruitment in order to maintain a strong army and good morale in the country. I, certainly, am very proud of our Armed services."

—Senator Charles McC. Mathias, Jr., Maryland

"Military recruiters have one of the toughest jobs in the Armed Services, and I have always been pleased to be of whatever assistance I can to them and their recruits throughout my years of service in the Senate. I believe that the all volunteer concept and a number of other developments since its institution have gone a long way toward reversing the military's image problems. Army recruiters have played a vital role in this change, and I commend them on their outstanding performance."

—Senator Frank Church, Idaho

Views and Reviews

MG William L. Mundie

Though I have been on board as your CG for only a couple weeks, I can tell you that I am already impressed with the enthusiasm and dedication with which the members of the Recruiting Command approach their work.

I must also note that you have an excellent reputation throughout the Army and in the civilian communities across the nation. I recognized that before I learned of my new assignment and, now, seeing you at work first-hand, I recognize how that reputation was built and how well-deserved it is.

I have been particularly impressed, through my staff briefings, with the complexity of your job and the unique problems this command faces in the course of making mission. This complexity makes your accomplishments even more impressive. You should be proud of the work you have done.

I am proud to be joining this team of professionals and look forward to meeting many of you in the coming weeks and months.

Regarding mission—I think we all know what needs to be done if we are to make this year as successful as we have been in the past. We must push to recruit high school diploma graduates—really work the market—and recruit enough women to fill the vacancies that have been opened to them.

I am confident you can do it.

WILLIAM L. MUNDIE
Major General, USA
Commanding

U.S. ARMY RECRUITING and REENLISTING
journal
The Army recruiter's professional magazine since 1919

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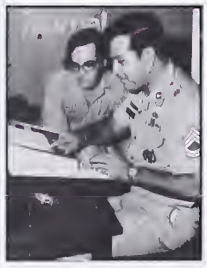

Ray Turner of the Fort Sam Houston TASO took our front cover photo (left) showing Army guidance counselor, SFC Jose Charles, at work. Our back cover photo (right), provided by the Public Affairs Office at Fort Sill, shows a Pershing Missile Crewmember in training, continuing the Journal's "Handy-Dandy Guide" series of features.

Average reading time: 4 minutes

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Who matches qualifications with needs?

FLARE

SFC Jose M. Charles at the REQUEST terminal with applicant Richard Schreiver, Jr., while his parents watch. Below, Elizabeth and William Fecher await the word from the guidance counselor before she enlists.

Story by JOYCE LYNCH
HQ SWRRC
Photos by RAY TURNER
TASO, HQ Ft. Sam Houston

"Matchmaker, matchmaker . . ." could be the theme of the song of the DRC guidance counselor, although not in the traditionally *romantic* sense.

"When it comes to placing the right person in the right job at the right time, the counselor is the best—in fact, the *only*—knowledgeable source," declared Navy Lieutenant Commander Wayne E. Bauer, commander of the Armed Forces Examining and Entrance Station at San Antonio. "With the computer REQUEST

Above, Elizabeth Fecher completes enlistment paperwork with MSG De La Cerda. At right, two applicants from Austin, Tex., await assignment details from their guidance counselor. At far right, Navy LCdr Wayne Bauer, San Antonio AFEES commander, declares that guidance counselors put it all together.

Who matches...?

system at his disposal, the record file in his hand, and the applicant's desires fresh in his mind, he's in the best possible position to put it all together—test scores, physical profile and overall capabilities—and match it with the job that's currently available."

One guidance counselor, MSG Arturo De La Cerda, Jr., defined his job, modestly, in a single sentence: "It's matching the applicant's qualifications against the Army's MOS requirements."

But of course, as all counselors and recruiters know, it's not all that cut-and-dried. There's a little thing called **production** involved. Not only must the guidance counselor "sell" qualified people into the jobs the Army needs filled, he must work, always, within the "one-week-window."

Master Sergeant John Scruggs, area supervisor at the San Antonio area, explained: "The 'one-week-window' refers to the current production week. It's up to the guidance counselor to see that people who can go 'active' during that time period are put into the jobs.

"Usually the jobs that are up for grabs are not exactly the kind everybody's clamoring for—we need cooks, combat engineers, infantry, armor, artillery. It takes salesmanship—and a positive interest in the DRC's mission—to fill these less-popular openings and to do it at the exact time the Army needs them filled."

De La Cerda put in, "We talk about the 'one-week-window,' but actually it's our job to put the applicant on active duty the same day, if possible."

No matter how efficient and dedicated the guidance counselor may be, there are certain problems that can spell *DANGER* to his "matchmaking" effectiveness. "One," explained De La Cerda, "is when the recruiter has made or implied promises to the applicant.

"It's important that the recruiter doesn't try to sell the applicant on any particular job or option, because only the guidance counselor is in a position to be current on what's actually available at a given time.

"And," he added, "until the applicant has been tested, no one can say for sure what he or she is qualified for. Certain jobs call for certain scores. . . ."

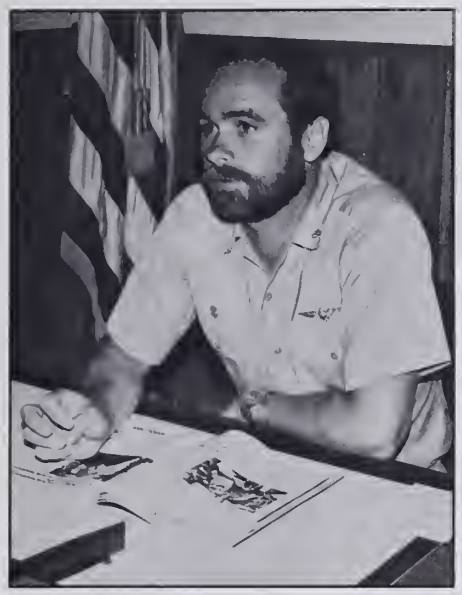
Asked to name some of the other "danger" areas hindering a guidance counselor's work, MSG De La Cerda replied: "The worst ones come when an applicant conceals something."

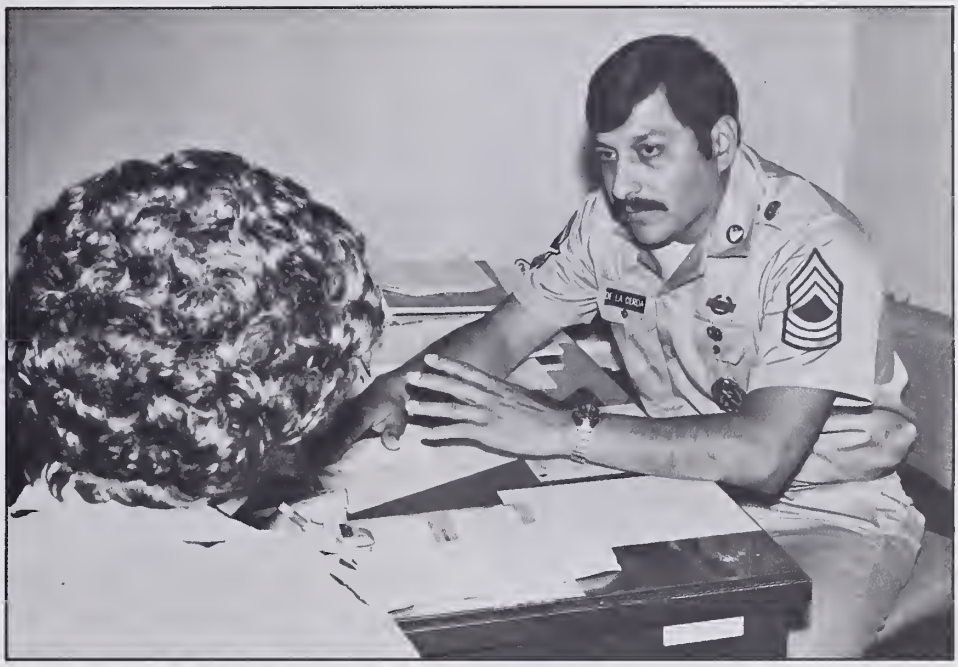
Often that "something" comes to light during the ENTNAC (Entrance National Agency Check). Staff Sergeant Gary C. Llewellyn, ENTNAC interviewer at the AFEES, explained his section's function and told of some of the types of information applicants seek to conceal—from the recruiter, the AFEES doctors, the guidance counselor, and other screeners concerned with the enlistment process.

"It's here that we fingerprint the applicants, and stress to them the importance of making absolutely sure that everything they've had entered in their records is true, and that nothing pertinent has been omitted or concealed . . . physical condition, education level, any prior service information or rejection for military service, any connection with law enforcement.

"We ask them if anyone has made any promises to them in regard to their enlistment, and whether anyone has told them not to reveal some information or to lie about their history. We let them know that certain things they might fear would disqualify them can sometimes be waived, if they are brought out at this time."

Applicants are informed that when their fingerprints and their DD Form 1584 (National Agency Check Request) leave the AFEES, they are turned over to the FBI and the Defense Investigative Service for intensive screening. "They're cautioned," said Llewellyn, "that if they've ever had a police record—even a brush with juvenile authorities—and the record did not show up during routine police check, it *will* be uncovered by the FBI."





Above, MSG De La Cerda says that his main job is to match the applicant's qualifications against the Army's MOS requirements. Below, SSG Llewellyn fingerprints an applicant.

At this point some strong words come into focus: *fraudulent enlistment!* Other strong words are used to describe the possible consequences: *trial by court martial . . . Article 83 . . . Uniform Code of Military Justice . . . discharge.*

At the bottom line of the ENTNAC briefing is a final question: *Do you have anything to reveal at this time?*

"You'd be surprised at some of the things they suddenly 'remember,' " mused Sergeant Llewellyn, as he riffled through a stack of papers. "Once, when I was winding up an interview, the applicant got a thoughtful look on his face, scratched his head, and said, 'It seems like there's *something* I may have forgotten to put down, but I can't quite recall what it is. . . .' After a little gentle prodding, he smacked his forehead with the heel of his hand and said, '*Now* I know what it was! I got arrested a while back. . . .' " The charge? *Manslaughter!* "Just slipped my mind," said the would-be enlistee.

Fortunately, not all applicants have such pasts to conceal. Most do make it through the processing system and return, ultimately, to the guidance counselor for a final wrap-up briefing and signing of the contract. Thus, the counselor's "matchmaking" is sealed, not with a kiss, but with an *enlistment*—signed, sealed, and sworn to in the AFEES Ceremony Room!

SGM Roberts' golfing statistics, though good, are not quite as impressive as her DRC's statistics.

Average reading time: 5 minutes

SGM Roberts in Atlanta

Guidance counselor

By JOAN HAMMOND
Atlanta DRC

The first woman senior guidance counselor in Southeast Region says her technique for managing the DEP means "knowing everything about it there is to know."

Sergeant Major Esther Roberts, her relaxed manner belying the magnitude of her responsibilities, made the comment in her second story corner office overlooking the flurry of activity at the Atlanta AFEES.

"We have devised a system that enables us to have information at our fingertips," said the attractive, neatly coiffed NCO.

"Within two minutes we can come up with the name of a high school, DEP-in date or social security number," she continued.

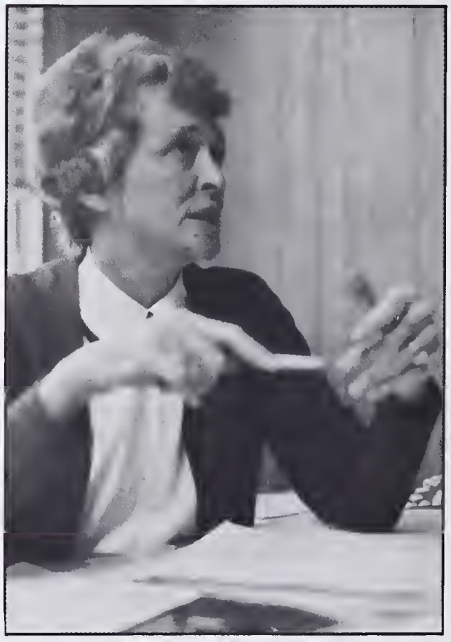
The management program at the Atlanta AFEES is designed for the strategic placement of people, ensuring that the area missions are met while at the same time participating in the region commander's Standard of Excellence competition.

"We give the recruiter a programmed DEP-out schedule. This enables him to accomplish his new accession mission by spacing out the flow of people to 90 on active duty," said SGM Roberts, after stopping to answer one of the many questions by a busy counselor. "At the same time we are serving the best interests of the applicant, and this is sometimes the hardest part of management," she added.

Management of the DEP program is no small thing. In January, 1976, the program began in Atlanta with around 200 people. Today the Atlanta goal is to keep 1600 in the DEP at all times.

All Army counselors rely on three major reporting tools from USAREC to give them an accurate up-to-date accounting of each person in the DEP. The first of these, the "Verify" report, is a computerized confirmation of active duty entries on a given day.

At the close of each day, another reading from the computer furnishes statistics for DEP-in day, active duty or reception station. For every reservation in the system, either a valid contract must be in the AFEES or the applicant must be held over for a legitimate reason. If this is not the case, then that reservation must be cancelled.



"Know everything . . . there is to know."

'par excellence"

Every reservation goes into a third computer report called the "Balance" report which shows by week and category the total number of people in the DEP for the entire 365 days.

Sergeant Major Roberts goes on to say that the REQUEST system is the true accounting. "If it's not in REQUEST, then you don't have it. Failure to verify the "Balance" daily could give you incorrect numbers. This is basically the computer's contribution to management of the DEP," she related between phone-call interruptions.

"These are starting points," she continued, "but without some initiative and creativity you wouldn't know if the weekly "Balance" was correct. A system is needed to know how many there are in your DEP each week."

It was this dilemma that prompted her to produce her ingenious invention—the "Ticki-Tu" book. "It is an elementary but effective use of 'tic' marks originally entered in the DEP column and ultimately moved to the 'Active' column of the journal. It shows me my weekly mission at a glance," she gestured.

"The areas are given monthly missions, and the weekly mission is controlled here at the AFEES. We place a percentage over mission each week ensuring that any who drop out do not automatically put the mission in jeopardy," she explained.

"From the 'TT' book, we establish 'can-do' dates," she said. "These dates are needed to complete the DRC mission and are posted by the computer for the counselor's use."

When the counselor is selling the applicant, he enters the computer room knowing not only the dates the applicant is needed by the recruiter, the area and the DRC, but also when the applicant wants to go. At this point the counselor can look up on the board and see the 'can-do' dates which assist him to match the applicant with a date and a job. This is done so expeditiously that the applicant may feel the counselor is doing everything just for him, but the counselor is really satisfying all parties involved. "That's a talent," proclaimed SGM Roberts, with a glint in her eyes.

In the management end, it is the responsibility of the senior counselor to keep the in-depth management in her office. That's why the "can-do" days are there—to make the counselor's selling process simple without any distractions or questions.

Once the weekly window has been filled to the point where we feel secure, then it is removed from the dates the counselor uses when putting people into the Army.

"I would like to say we are perfect; however, we are not," said SGM Roberts. "there are times when 'Balance' does not do what its name implies. There are times when we discover we must have a person in the wrong week, meaning we have made an error. I want it to be 'an' error—singular," she emphasized.

The DRC operations office is the key at this point. A system has been developed where the senior counselor's office and the operations officer compare statistics daily. This method is finely tuned to require only 10 to 15 minutes daily. Using this system the senior counselor gets a picture of how the "window" is progressing and can identify any problems that appear.

"The payoff of this checking system is, unfortunately, when we spot an error," says SGM Roberts. "But the system works for us."

While managing the DRC and the area mission, the senior counselor also assists the DRC commander to compete in the Standard of Excellence competition designated by the region commander. The region commander does not like to select a top DRC. Instead he sets a standard by which he can, in fact, have 12 top DRCs. If a DRC meets the standard in all categories, then it has met the commander's standard of excellence and you are "doing your thing," said Major Robert Sapp, Atlanta DRC XO. All DRCs compete against a mark as opposed to competing against each other. If everyone meets these marks then region has met its mission. This way the region commander can have 12 "Number One" DRCs.

The AFEES senior counselor and operations together have developed teamwork which results in a sound DEP management program and helps keep the Atlanta DRC at the top.

(Ed. Note: since SGM Roberts was interviewed for this article, she was transferred to HQ USAREC and assigned to the IG office.)

What recruiters can do to help guidance counselors

By MAUREEN GOTH
Philadelphia DRC

When recruiters talk to their prospects about the Army, they sometimes don't keep in mind an important part of the mission-making equation: the DRC guidance counselor shop.

The Philadelphia DRC's guidance counselors are largely in agreement about some of the things OOEs can do to help them make sure that applicants go to contract.

"Sell the Army." According to two counselors, Staff Sergeants Charles E. Brittingham and Raymond Showers, "If recruiters sell the Army, we'll do the rest." However, Master Sergeant Robert A. Fox, senior guidance counselor, notes that "you can't tell an applicant to join the Army for 'duty, honor and country.' You have to have something concrete to offer him," a sentiment many recruiters agree with.

MSG Fox and an applicant.

One such recruiter is Staff Sergeant John E. Jacobson, a gold badge recipient. "You have to at least show prospects career fields," said SSG Jacobson. "The Army is jobs. If an applicant didn't think he could get something he'd like to do, he wouldn't be talking to me in the first place."

Still, guidance counselors do see applicants who have been told they can get a job that's not open or who have pre-sold themselves on a hard-to-get job.

"Recruiters sometimes tell applicants 'you can be. . .' not 'you might be able to be. . .' " added Sergeant Showers. "Those little qualifying words are important."

Counselor Sergeant First Class Oscar L. West, pointed out that another thing recruiters can do is stop letting their applicants leaf through the *Army Occupational Handbook*. "Sometimes prospects come to us with a 'laundry list' of jobs they've picked from the handbook," he said.

"Some of the jobs they've selected are closed, and some are filled only from within Army ranks," SSG Brittingham continued. "The recruiter spends an average of four hours with each prospect. We have far less time with each applicant to correct the mistaken impressions the handbook may have given them.

"When an applicant seems interested in one field," SFC West stressed, "call your guidance counselor to see if it's open." Sergeant First Class Paul M. Reiersgord, former guidance counselor and now a station commander, also stressed the importance of this kind of check.

"Many recruits," Reiersgord said, "have unrealistic expectations that guidance counselors will be able to resell pre-sold applicants on a job that's open."

"Sometimes," SSG Showers added, "we even see applicants who

think that they've come to AFEES 'just to take a test' or 'just to take a physical.' The OOE's apparently been too afraid of 'losing' the applicant to tell him he'll also be seeing a counselor about a contract. What the recruiter is doing, in effect, is throwing the hard-sell applicant in our lap and saying 'see what you can salvage out of this. . . .' "

Sergeant First Class John A. Mayfield, another counselor, advises OOEs with hard-sell applicants to "condition them to be broad minded. Sell the guidance counselor. Tell your prospect that the counselor will tell him what's available and what he's best qualified for, according to his test results."

Staff Sergeant Ronald M. Venable, another counselor, notes that "the best policy for a recruiter is to level with his applicant. The more truth he tells his prospects, the less re-selling we have to do at AFEES."

All the guidance counselors stressed the following points:

- Thoroughly interview each applicant about a possible police record, traffic tickets, dependents and drugs. Some recruiters have been known to ask leading questions, like, "You've never been arrested, have you?" Don't phrase the question this way as it invites a negative response.
- Double-check to make sure the applicant has all the proper documentation. Look at his paperwork carefully—and don't forget the special paperwork needed by married or divorced applicants.
- If an applicant is interested in an open career field that requires certain high school courses, personally check his high school transcript and forward it to the guidance counselor with the enlistment packet.
- Insure that the DD Form 1966 and all the other necessary forms are filled out correctly.

When recruiters and guidance counselors work together as a team, the result is better time use for us and better treatment of the applicant.

IG Commendable Areas

All recruiting areas in SWRRC, SERRC, NERRC and WRRC have now been inspected. On the basis of outstanding performance in each of the functional areas set forth in USAREC Circular 20-1, it is the consensus of the IG and the region commanders that the areas listed below (alphabetically) were performing their mission in a commendable manner. To them go our congratulations. It should be noted the four DRC each in SERRC and WRRC were inspected by the DA IG and were *not* inspected by the USAREC IG office.

SERRC

***Florence Area—Columbia DRC**
CPT Frank H. Wagher
MSG Tommie O'Cane

Miami Area—Miami DRC
CPT Dwight D. Toner
MSG Thomas H. Medlin

Elizabethtown Area—Louisville DRC
CPT William E. Ward
MSG Thomas S. Henson

SWRRC

Albuquerque Area—Albuquerque DRC
CPT George M. Cordray
MSG Ermilo Leal

Hattiesburg Area—Jackson DRC
CPT James R. Siket
MSG Larry D. Moss

Shreveport Area—Little Rock DRC
CPT Victor D. Faulkenberry
MSG Bobby G. Potter

WRRC

***Honolulu Area—Honolulu DRC**
CPT Alton E. Jones
MSG Norbert K. Enos

***Sacramento Area—Sacramento DRC**
CPT Douglas A. Brusseau
MSG Ben Talley

Tuscon Area—Phoenix DRC
CPT Rick Rowlett
MSG Vernon Fairchild

NERRC

Baltimore Area—Baltimore DRC
CPT Jerome B. Sidio
MSG Morgan H. Massaker

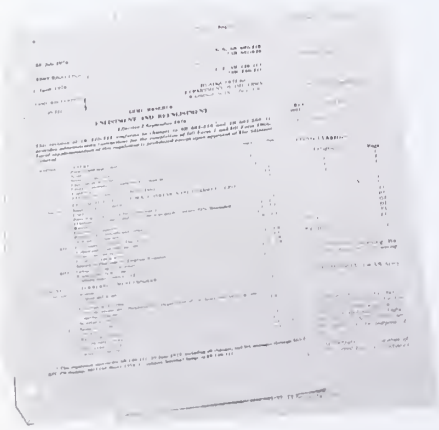
Portland Area—Concord DRC
CPT John G. Stapler
SGM Donald E. Downs

Wilkes-Barre Area—Harrisburg DRC
CPT Robert P. Reddy
MSG William A. Coleman

***Indicates repeat performance**

Conferring quietly, in accordance with the wishes of the background sign, (from left) SFC King (USAR), SFC Schuessler, and SFC Mourey work on plans for phase two of the new guidance counselor training program. (Below) Some of the forms being used to build the course.

From sergeant to recruiter to guidance counselor in three (not so easy) steps



How does an ordinary sergeant become a recruiter?

Not much of a secret there—almost everyone in USAREC is very familiar with the selection and schooling processes involved.

How does an ordinary recruiter become a guidance counselor?

That's not so easy to answer. First, more than just an "ordinary" recruiter is needed. "A DRC commander can't afford to have anyone but his best salesman in the position of guidance counselor," declared SFC(P) Mike Brown, acting senior guidance counselor at the Dallas DRC.

"The guidance counselor has to be able to close a sale quickly by showing the applicant that his desires and the Army's needs match closely," Brown added. "It's not simple."

And the people at the USAREC professional development office agree. That's why a comprehensive program for training guidance counselors is being developed using the self-paced Deterline lessons as the starting point.

Following the Deterline lessons are to be a two-week formal course at Ft. Ben Harrison and a period of on-the-job training at the DRC under the supervision of the senior guidance counselor.

Working with the USAREC PD team in developing the second phase are SFC Gary Mourey of Milwaukee, SFC Bill Schuessler of Denver and (USAR) SFC Bill King of Miami.

This second phase will be similar to the OOE basic course in that it's performance oriented. Almost everything will be "hands on" practical exercises designed to speed up the process of going from successful recruiter or station commander to successful guidance counselor.

A student at the guidance counselor course must qualify six simulated applicants. It breaks down into four for active duty and two for the Reserve Components. The prospective guidance counselors will have to take an applicant through all of the enlistment steps, with success occurring when the applicant signs on the dotted line. Grading will be on a pass/fail basis.

The first such resident course, scheduled to have been held June 12-23, is more of a pilot course with experienced hands taking the course and then suggesting improvements. A "shake down cruise," if you will.

Scheduled to attend are four senior guidance counselors from each region plus the region operations sergeants. At the start of the course, they will be treated as though they were new to the guidance counselor business so they can see how the course is set up and how it will progress.

There's only one guarantee to be made about the course and the business of being a guidance counselor, and Mike Brown said it: "It's not simple."

Ten pounds worth of communication in a 5 pound ad?

In the March Journal, *Tom Evans gave us the "Ten Do's and Don't's of Advertising," but some people felt the need of elaboration. Do we say too much in our ads or do we not say enough? Which is right? Tom tells us. . . .*

By TOM EVANS
Depty Dir., ASP USAREC

In the April issue we treated you to 10 do's and don't's of Army advertising. Ten commandments should be quite enough for anyone, but there are a couple of issues that we need to elaborate on a bit.

We say this because two somewhat inconsistent critical points of view about Army advertising have been forcefully expressed in recent weeks. Recruiters have told us we provide too much information about the less attractive aspects of Army service. Critics in the Congress and the media have implied that we mislead by not telling enough.

Who's right? I am really not taking the coward's way out by saying 'neither and both.' If you don't believe me, read on.

"Coke Adds Life" but an Army enlistment makes you three years older. We are not selling the famous soft drink but only citing some phenomenally successful advertising that tells you nothing at all about the physical attributes of the product. Is that a problem, legally, ethically or practically? We don't think so because for 25 cents you can find out all you need to know about *Coca Cola*. We don't have to spell out the difference between that kind of transaction and the signing of an enlistment contract.

Here today and here tomorrow. A sophisticated salesman does not aim for "sales" but for "repeat sales." A lot of his success depends on his product being all it's cracked up to be, but not all. It is also most important that his customers feel they were dealt a straight hand. In the recruiting business we don't think many things are more damaging to long term success than new soldiers writing home and saying that "nobody told me what it would be like." We think advertising has to do part of the job of telling what it will be like.

Nobody makes you read, hear or respond to advertising. On the other hand, you can't make people like spinach and you can't make them learn about things they are not interested in. Advertising can be a powerful persuader but it is an imperfect instrument for instruction. If you try to tell all, about the Army or anything else, you may very well end up communicating nothing. That's why the job of preparing a prospect for Army life has to be apportioned among advertising, print and film sales aids, the jawbones of recruiters and guidance counselors, and the jeweled prose of the enlistment contract.

The foremost purpose of advertising is to bring people into the store. We know that if it doesn't do that it is not doing its job. However, it must also provide useful consumer information; *how much* depends on the nature (and cost) of the product. Army advertising is at the top of the list in this regard. We have ten pounds worth of communication to put into what may be a five pound bag.

That's why it calls for a lot of thought and a lot of understanding.

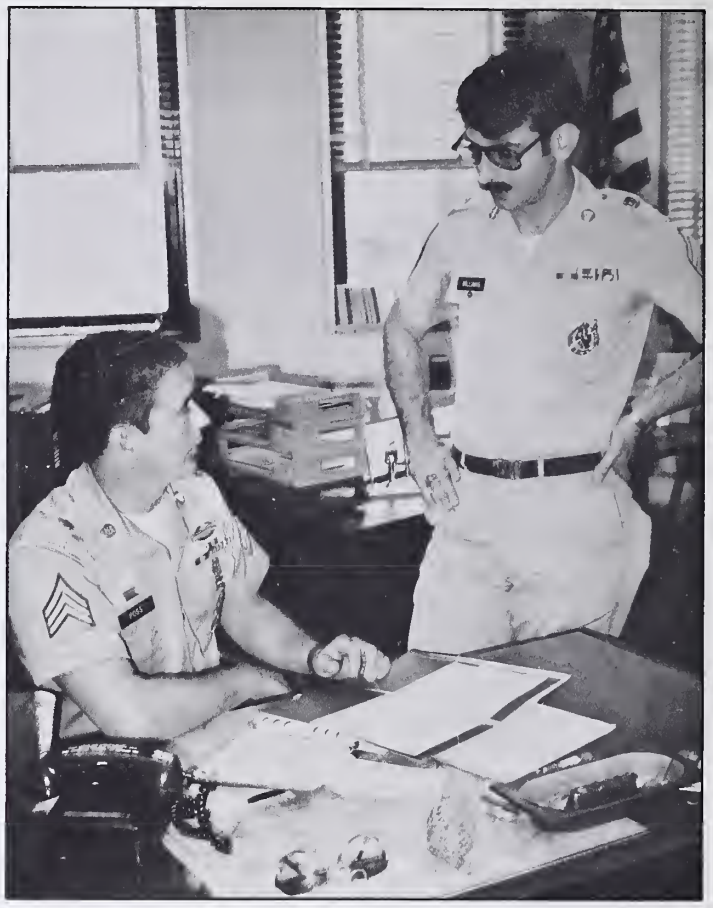
On Not Judging A Book By Its Cover

We seem to be getting a lot of comments about Army advertising being "all combat arms" and not doing enough to counter the "technological image" of the Air Force and Navy. Maybe . . . but we are inclined to think such an impression results from selective looking and listening. Some pertinent facts:

- Only two out of 12 FY 1978 magazine ads feature combat arms.
- Direct mail and local advertising are heavily "skill" oriented.
- Only one of the eight TV spots currently in use is heavily combat arms oriented.
- Virtually all of the informational materials provided for distribution to schools (e.g. *Educator Package, Army Occupational Handbook*) are oriented to skill training opportunities.
- The Army's "image" relative to skill training is not really as bad as is often assumed. In surveys conducted from 1973 through 1977 the Army replaced the Navy in second place as the service offering opportunities to learn useful skills. We attribute much of this change to the influence of advertising.
- We *did* do a combat arms billboard (the tank commander) last year after many people told us they were tired of our usual education oriented boards keying on the high school graduating class. Some of the impressions that Army advertising is "all combat arms" seem to have stemmed from use of that board.

Average reading time: 3 minutes

Teamwork SPEAR Teamwork SPEAR Teamwork SPEAR



0800 HRS: *SFC Williams (above) listens to SGT Wayne Poss' schedule for the day.* ***0900 HRS:*** *SFC Williams checks on applicants at the AFEES (above, right).* ***1115 HRS:*** *The station commander uses* Journal *back covers to attract the eyes of applicants (above, far right).* ***1440 HRS:*** *SSG DeGroat, SGT Poss and SFC Williams discuss the status of applicant Betsy Bradigan (right).* ***1730 HRS:*** *The day is not complete until SFC Williams completes the office paperwork (far right).*

Story and Photos by
SSG LLOYD YOUNG
Niagara Falls DRC

Screening Physical Examinations for Army Recruiting is SPEAR.

One Army recruiting station in particular has taken this program to heart.

The Buffalo, N.Y., Main Recruiting Station of the Niagara Falls DRC has taken the philosophy of a thorough medical screening and expanded it to include mental and motivational screening.

Sergeant First Class James (Jim) D. Williams, station commander of Buffalo Main keeps a close liaison with the local Armed Forces Entrance and Examining Station medical section and frequently sends in medical documentation for evaluation by the chief medical officer.

"Because of this program," says NFDRC operation's officer, Major Jerry D. Ford, "SFC Williams' recruiting station, in recent weeks, sent to the AFEES 90 applicants for processing and only two were turned down," adding, "This type of pre-screening by SFC Williams' recruiting station helps to save time and money."

Sergeant First Class Williams instituted a training program for his eight-man recruiting station when he took command in January of last year. He focused on mental, motivational, and medical screening of applicants.

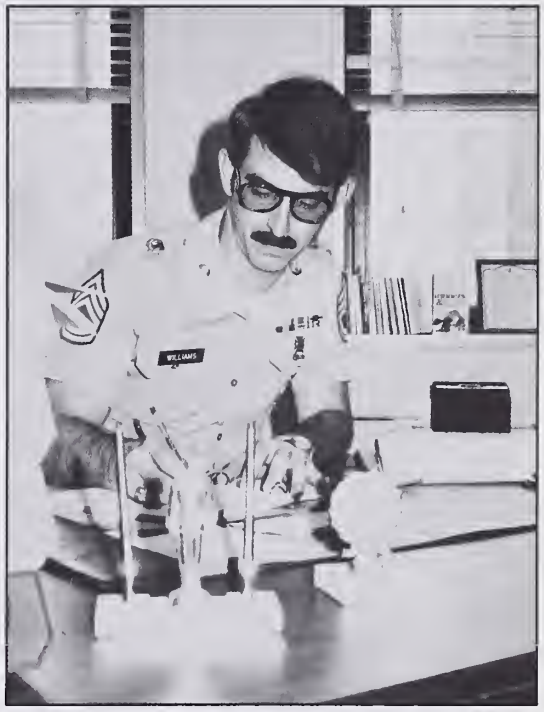
"This screening," says SFC Williams, "is done before the applicant is scheduled for any processing. This way we know if the applicant is mentally and physically prepared for the Army prior to sending him to AFEES."

Continuing, SFC Williams says, "When I was named station commander in January this station was somewhere near the bottom in percentages and had the reputation of being a 'walk-in-station.'

"Since then we have climbed to the top in the DRC and at one period put more individuals in the Army than the other two main areas (Rochester and Jamestown)," SFC Williams said.

"The SPEAR system," declares SFC Williams, "is a good time management tool if it is used correctly. However, if the recruiter does not know how to use it he is wasting his time and that of the AFEES as well."

SFC Williams states, "One of the most effective recruiting tools is un-



derstanding the Army regulations. Our team gets together once a week for an hour or so and we discuss the basic regulations and any changes that might have occurred.

"For example, when a prospect is brought in or walks into our recruiting station," says SFC Williams, "within 72 hours the prospect is either DEPed or enlisted into the regular Army." Time is essential and we want that applicant to feel that we care for him and for his wants or desires, SFC Williams added.

"I stress to our team, that if the man or woman who wants to join the Army has come forward and is talking to the recruiter, we must act fast and correctly to take care of the individual's needs.

"When our team talks to an applicant, we try to talk about four general areas of interest prior to sending him or her to the guidance counselor. This helps speed up the process and it helps AFEES get them in and on their way.

"Teamwork and professionalism is the name of the game," says SFC Williams, adding, "If you have a good team the work gets done; if you don't, well, a little practice might help. It helps us. I've got the best team in the DRC—at least that's my opinion. My men are good and they enjoy their work."

Field File

HOW DO YOU GET PUBLICITY for the Army in your high school newspapers? Do what the St. Louis DRC did—hold a tour and open house for high school newspaper representatives at your headquarters.

SSG David Higginbotham demonstrates the REQUEST terminal to St. Louis high school newspaper representatives.

The idea originated with St. Louis DRC station commander **Sergeant First Class Bill Spraul,** who has invited high school newspaper representatives to press conferences at his station for two years in a row and has gotten excellent stories in the school papers as a result. Encouraged by Sergeant Spraul's success, the St. Louis DRC invited high school newspaper advisors from schools throughout the St. Louis area to send a representative to the tour and open house. Fourteen students were able to attend.

After being provided with name tags, pens and paper, the students were introduced to their tour guide, assistant operations officer **Captain Sharon Myles.** CPT Myles led the students to a conference room, where they were addressed by DRC commander, **LTC John Sharp.**

After LTC Sharp's talk, CPT Myles led the group to the AFEES, where they were shown the facilities and talked with processing officer, **Captain Pete Singleton.** Captain Myles then led the students to the guidance counselor's office, where senior guidance counselor, **Master Sergeant Russ Hayes,** described his team's effort to match enlistees with their chosen jobs.

The highlight of the tour was a demonstration of the guidance shop's REQUEST terminal by **Staff Sergeant David Higginbotham.** Students were invited to volunteer their interests and best subjects in school, and Sergeant Higginbotham showed them Army jobs that reflected those interests on the computer print-out.

After the tour, the students were led back to the conference room for an informal question-and-answer session. They were given press kits with news releases for their newspapers and provided photographs with which to illustrate their own stories about the tour.

The key to the success of the tour was the cooperation of the many people who talked to the students during their visit. All were patient, friendly, and helpful to the high school newspaper representatives. (Chris Phillips, St. Louis DRC)

COMMUNITY VISIBILITY, good exercise and an enjoyable time was what Cleveland DRC recruiters experienced recently when they challenged radio station WABQ to a "duel" on the basketball court of a local high school.

On game night, about 150 people joined the **"Army Supersergeants"** and the **WABQ Roundballers** for the competition. At half-time fans were treated to a special performance by a seven-man contingent of the U.S. Army's Old Guard Drill Team.

The "Supersergeants" played admirably, but, despite a tremendous height advantage, WABQ managed to squeak through with a 58-56 win.

A well-coordinated advance publicity campaign, spearheaded by **Captain Whitfield Raines,** proved to be the most valuable aspect of the promotion. The high schools in the area promoted the event and spot announcements were broadcast by the radio station.

"We learned that we've gotten more results from publicity than from game attenders," reported CPT Raines. "We plan to schedule more games with high school faculties." (Carol Masek, Cleveland DRC)

FOLLOWING AN AVENUE that is too often overlooked, St. Louis DRC A&SP chief, **Ann Winfrey,** and N. W. Ayer representative, **Ron O'Connor,** contacted the assistant executive secretary of the Missouri State High School Activities Association to discuss promotional support for the Missouri State High School Basketball Tournament. As a result of their conversations, the association agreed to accept advertising from the St. Louis DRC. They had not previously considered accepting advertising, and the Army was the only advertiser in the program. The Kansas City DRC was contacted by the St. Louis DRC about purchasing advertising for schools in their part of the state.

The advertisement purchased was a two-inch tall banner across the bottom of each page of the programs that the association distributed at the game. It featured a photograph of the specific recruiter for the high school whose roster appeared within the program, a one-line

message, and the recruiter's name, address, and phone number. The association distributed the programs at the tournament and also provided 20 localized programs for each recruiter to give CIs at the schools.

The St. Louis DRC reaped two benefits from this effort. On an immediate level, an Army presence was made at a statewide basketball tournament. From a more far-reaching perspective, awareness of the Army in high schools throughout the state was heightened because important CIs in the high schools—basketball coaches—were provided free rosters for their schools and were shown that the Army is interested in their sport. (Chris Phillips, St. Louis DRC)

A BULL'S-EYE is what **Staff Sergeant Charles Losh, Jr.**, Army recruiter assigned to West Warwick, R.I., Recruiting Station of the Boston DRC, scored. In fact, he scored 299 out of a possible 300 to win the Rhode Island free style archery championship title.

SSG Charles Losh, Jr., retrieves an arrow from the bull's-eye. He scored 299 out of 300, winning the Rhode Island free style archery award.

A longtime archery enthusiast, Losh began competing while assigned to the 699th Maintenance Company in Hanau, Germany. While a member of the Archery Association of Europe, he won these titles: Outdoor Bowhunter Champion, 1973; Indoor Bowhunter Champion, 1974; Indoor Free Style Champion, 1975; and Indoor Team Champion, 1975. He was the Hanau Archery Club's overall champion for 1974 and 1975.

Noting the success of the Army Sports Clinic Program, Losh plans to conduct his own archery clinics in schools throughout Rhode Island.

He has also set his sights on clinching the New England Championship and, possibly, the national title. In representing USAREC, it may be that Don "the Snake" will have to make room for Chuck "Straight Arrow" Losh. (SFC Craig Young, Boston DRC)

"OURS WAS A MOST IMPRESSIVE DISPLAY," said **Staff Sergeant Douglas E. Clay**, assigned to the Salt Lake City DRC. He was speaking of the Army Cinema Van, recently sponsored by his station as part of Career Days at Salt Lake City's East High School. The Cinema Van is an outdoor exhibit van with a multi-screened slide show and quadraphonic sound. "The van presents the Army recruiting story to high school students in a very palatable way," said Sergeant Clay.

Student accepts SSG Clay's invitation to climb aboard the US Army Cinema Van.

Staff Sergeant Clay noted that several hundred students from South, West, and Highland High Schools in the Salt Lake City area visited East High to see the Army van.

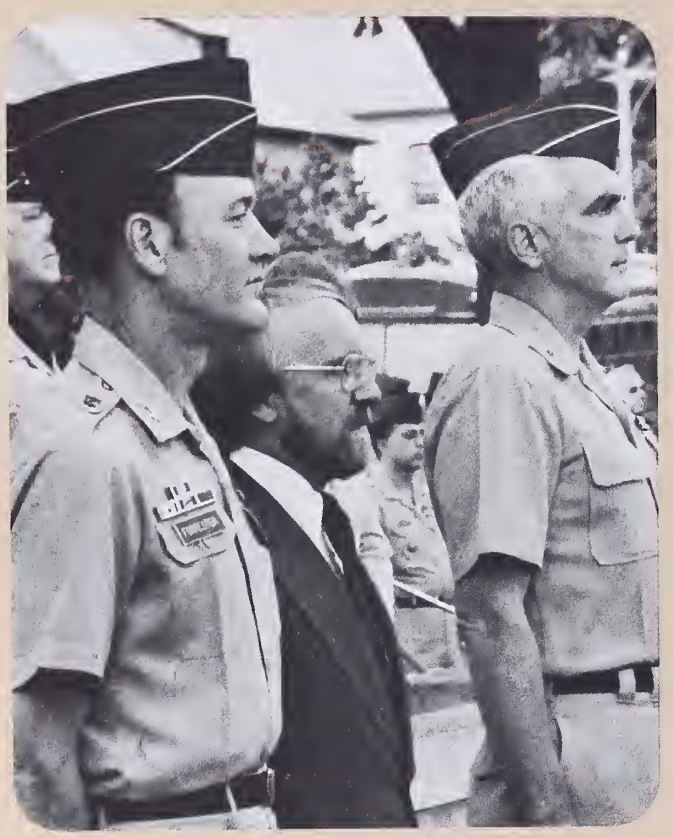
Richard Peck, an Army ROTC cadet at East, said he was "impressed by the exhibit" and felt that "it further motivated him to become part of the Army Team."

East High girls also took an interest in the van, according to East High student, **Krystal Kempton.** "Most of the kids I talked to liked the show and gained a better understanding of opportunities for women in the Army," she said.

"These vans offer needed assistance to the student who is undecided about a career and has an interest in the Army," said **Mr. Eldon Rassmussen**, senior guidance counselor at East High School. "We enjoyed having the Army van and SSG Clay participate in our Career Day activities," he said.

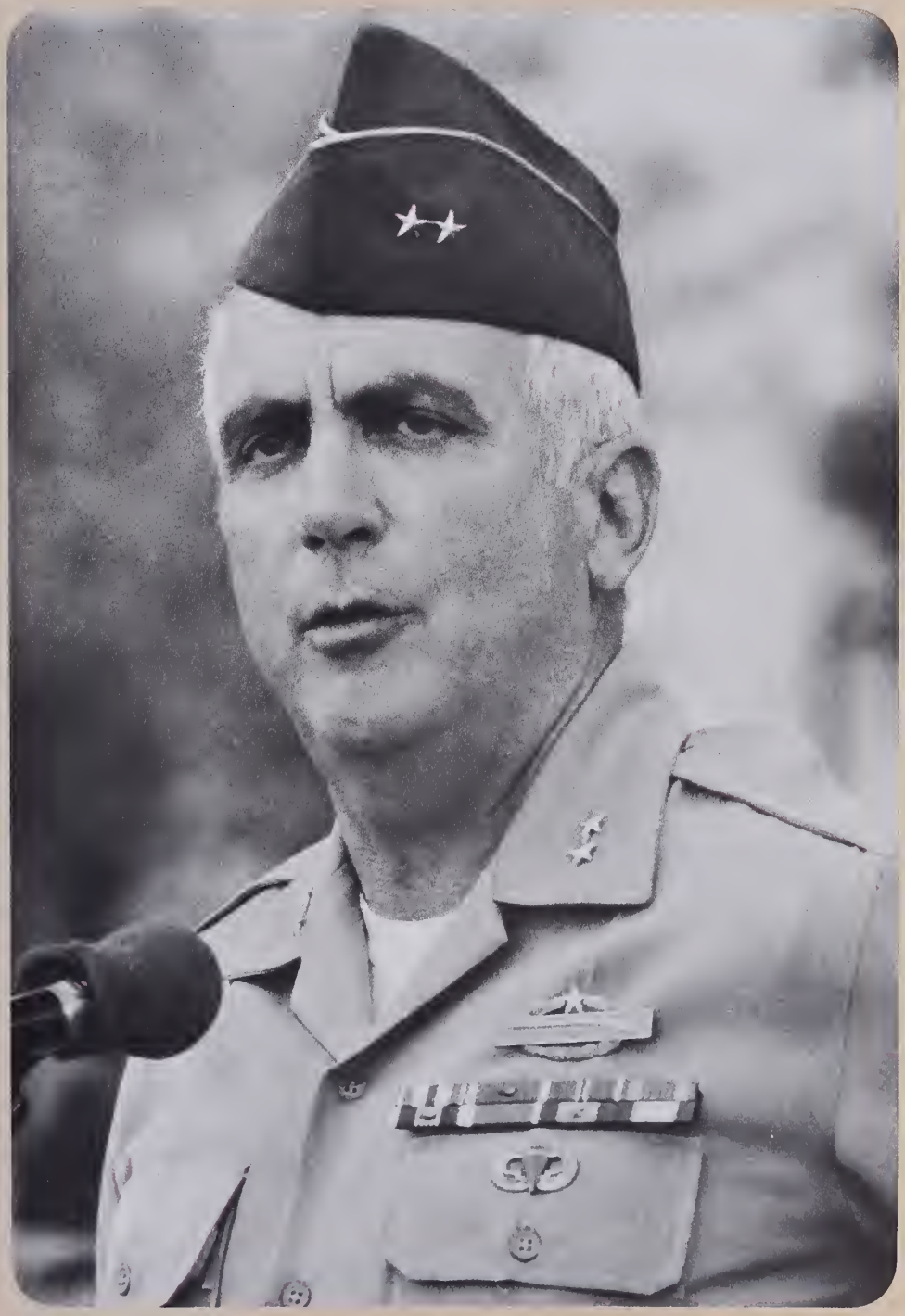
In addition to Salt Lake City, the Cinema Van also toured other cities in Utah, Montana, Idaho and Oregon as part of its Western Region swing. (Salt Lake DRC)

A time for



Hello's and Good-bye's

IN CEREMONIES conducted at Ft. Sheridan, Ill., in mid-June, **Major General Eugene P. Forrester** passed the Command flag to the **Honorable Robert L. Nelson**, Assistant Secretary of the Army for Manpower and Reserve Affairs. He, in turn, passed it to **MG William L. Mundie**, incoming commander. MG Forrester, newly promoted to Lieutenant General, has been named Commanding General, Sixth United States Army, Presidio of San Francisco, Cal. MG Mundie comes to USAREC / MEPCOM from the position of Commander, U.S. Army Administration Center, Ft. Benjamin Harrison, Ind.



Paul Flack

A CHILLING ROMANCE? **Specialist Four Lydia Swaider** of the New York Army National Guard captured the attention of one of the participants of the Lake George Winter Festival. Specialist Four Swaider was a member of the National Guard recruiting team that operated a booth during the event. (New York National Guard)

HISTORY WAS RECENTLY RECREATED for more than 500 Pittsburgh area high school students.

They had the opportunity to examine the uniforms and listen to a presentation about the armies of the Revolutionary, Civil and First and Second World Wars when two young men from Fort Bragg, N.C., traveled to Pittsburgh DRC to discuss not only historical combat, but also the lifestyles of the soldier and his family throughout the history of the U.S.

Sergeant Tim Roop, 82nd Airborne Division Recruiting NCO, appeared dressed in an authentic World War II Army airborne uniform and came equipped with a Thompson submachine gun. **Tom Fairfull,** 82nd Airborne Division Museum curator, dressed civilian-style to deliver his 45-minute talk on little known facts about the soldier throughout modern history.

The Revolutionary and Civil War uniforms, replicas also belonging to Roop, were worn by a student volunteer and a member of the DRC ASP section.

Roop explained the parts of each of the period uniforms and weapons. He even awakened occasional sleepers by actually firing the blasting cap of the Civil War musket and "accidentally" dropping one of his realistic-appearing World War II grenades.

Fairfull held the attention of students and teachers alike with anecdotes about unusual Revolutionary War military punishments and the "extra" ration of meat which soldiers received due to worms and other crawly things in the food supplement.

Local recruiters, serving as examples of the modern-day soldier, reaped the benefits of the history team's well thought-out and fascinating performances. Students remained after classes to ask more questions about the historical apparel and customs, and teachers invited the Ft. Bragg people to return to educate their classes through entertainment. The Army image within the local high schools definitely moved up a few notches. (Linda Baran, Pittsburgh DRC)

MELISSA STARUCH HAS PRIDED HERSELF on being just one step ahead of her twin sister, **Melinda,** throughout their lives. Just as she was the first to enter this world (by one minute), Melissa again preceded her sister by enlisting in the Delayed Entry Program in March. Melinda then entered the DEP on 6 April, just five days before Melissa left for basic training at Fort McClellan. Both hope for duty assignments in Europe.

The similarity ends there, however. Melissa has chosen to receive training as an intelligence analyst. Melinda, who won't leave Richmond Heights, Ohio, until August, will train as a behavioral science specialist. "Once I have some experience as an enlisted soldier, I hope to apply for OCS to better use my college education and other abilities," she stated.

Melissa and Melinda's recruiter, **SSG Donald Burger,** is especially proud of this dynamic duo. (Carol Masek, Cleveland DRC)

A SLIGHTLY UNUSUAL "twist" to an A&SP project changed the tide of low production for four Northampton recruiters who developed an "in" to the high school, college and influencer markets. The project proved so successful that local recruiters are now in demand by target audiences.

By adding a few slight changes to the Army Martial Arts Sports Clinic and using available talent and resources, **Sergeant First Class John Brunato,** station commander, developed a local Martial Arts Clinic which focuses on the art itself, as well as on rape prevention.

Fashioned after the film "How to Say No to a Rapist and Survive," Sergeant Brunato, a black belt holder in the martial arts, developed a clinic using his own skills and that of three other recruiters in his station.

The Rape Prevention/Martial Arts Clinic was born out of a search for a new way to reach the recruiting market.

In an effort to get eyeball-to-eyeball with prospects, the Northampton recruiters decided to offer schools something their students could truly benefit from. It worked. After the first presentation to all classes over a two-day period in the first high school, word traveled fast. Other schools began requesting the clinic. In a few weeks, a university requested the clinic. A PTA asked for the clinic and promised that the teachers and parents would participate just as students did.

The clinic itself offers students an unusual opportunity to break away from normal gym classes and yet get the same physical benefits.

Under the direction of SFC Brunato, the clinic starts off with an Army style PT formation with Army recruiters as instructors.

Following the exercise routine, all the students form a half circle in the center of the gym. The station commander, in full Karate dress, demonstrates a few basic defense moves.

During the martial arts presentation, recruiters assist the station commander.

Upon completion of the martial arts moves, students are broken down into small groups where each recruiter gives some vitally important points on rape prevention.

If this first school year tryout of the clinic is any indication, future years promise Northampton recruiters one of the best possible exposure-type programs going. (SSG Bob Konicki, New Haven DRC)

RPI: What it stands for What it doesn't

"Judging from the number of complaints we've gotten, I thought that RPI meant 'Repair or Patch Immediately,'" said Captain Roy Fouts, new chief of the Media and Distribution division of the A&SP directorate at HQ USAREC.

"Maybe that's not completely true," Captain Fouts said of the RPI direct distribution/requisition system that's been operating for over four years. "Granted, it was certainly an improvement over what recruiters had to put up with before it came into being, but there are few things that can't be improved upon."

"The procedures we put into operation July 1st may not be as good as the wheel, but they are the next step in improving RPI service to recruiters," added Captain Robert Vail, also assigned to the division.

"The system we replaced the first of this month was a fill-or-kill requisition and supply process that, at any one time, could inventory 126 line items in quantities up to a million units each," Fouts said. He added that identifying and solving problems was not done as quickly as they would like.

"With our new system, the publications center in Baltimore is no longer in the picture," Fouts said. "The center in St. Louis is more automated, plus it's set up to better handle the type of operation we need."

"The Baltimore operation was designed to take in truck-loads of a form or regulation and then send a pallet to Ft. Hood, one to Ft. Dix, and another pallet to Ft. Ord," Captain Fouts explained. "Contrast that to the St. Louis operation and its 'grocery store' service: they are better equipped to take millions of items and distribute them to thousands of recipients.

He cited the 1978-79 bookcovers which just arrived and will be shipped from St. Louis. "Six '18-wheeler' trucks worth of bookcovers arrived and will be requisitioned by our more than 1500 recruiting stations. It's more within the capabilities of the center in St. Louis than the one in Baltimore.

"The changeover is accompanied by Change 1 to USAREC Pamphlet 360-2 which, among other things, includes a new form to use when ordering RPIs," Fouts continued. "The change will explain how the form (USAREC Form 511) is to be filled out and forwarded.

"Since the system is a 'due-out' supply system, just like Army logistics at the battalion level, if an RPI is temporarily out of stock, the requestor will be so notified," Fouts explained. "When the requested item is again available, the previously requested number of copies will be sent automatically."

Captain Fouts added that the only time a re-order of an RPI is necessary is when additional copies are required. Old requisitions remain valid until filled.

Fouts and his staff caution recruiters on two points: first, all requisitions must be sent to USAREC (marked to the attention of USARCASP-MD) with the words "RPI REQUISITION" clearly marked on the envelope. This will speed up internal USAREC handling.

The second point concerns relations with the St. Louis publication center. Communications of any sort with St. Louis are not necessary and, since they are neither staffed nor tasked to handle individual calls from the USAREC field force, such calls only tend to slow up the filling of requisitions.

"This brings up the subject of emergency requisitions," Captain Fouts said. "In recent months, the number of calls here has increased noticeably, and this is understandable because of continuing problems with not receiving requested RPIs. If recruiters don't receive what's needed when needed, they tend to feel an emergency RPI requisition is needed—and you have to agree with them.

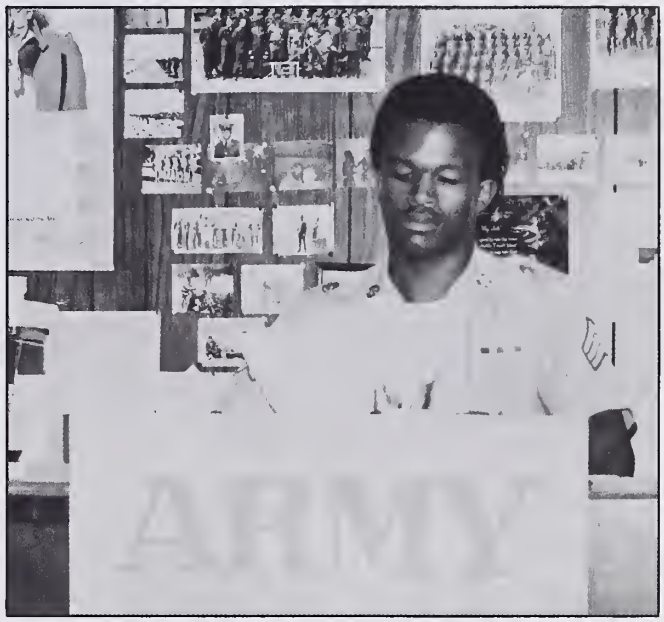
"Since July 1st, accepting and processing emergency requisitions is severely limited," Fouts said. "About 99 percent of those received here will be processed as normal requisitions with an average turn-around time of 15 days after we get the requisition." The new phone number to call is Autovon 459-3626 or -3874. The FTS prefix is 384 and the civilian prefix is (312) 926-.

Fouts added that this position is being taken because special requisitions—as done in the past—are difficult for any modern warehouse /supply system because they stop the flow of normal operations.

"Once the changeover phase, which should last through the end of August, is completed—setting up the machinery for requisitions and moving the inventory to St. Louis—we expect to have a much better operation to serve recruiters' needs," Captain Fouts said.

"I hope and expect we will soon be to where the term RPI can mean 'Responding Properly and Immediately.'"

They said 'he'll never make it.' They were wrong.



How does a guy who's written off from the start make believers of doubters? Sergeant Marl Green from Los Angeles points to help from his area commander, his schools and his family.

By MARILYN PARNAS
Los Angeles DRC

When he first came out of recruiting school he was told he would never make it, and that he was a bad salesman because he had a poor attitude. He was too much like a kid himself.

Well, maybe Sergeant Marl Green *is* a kid. He was barely 23 when he started recruiting for the Los Angeles DRC, just a little over a year ago, But look at him now. He was the top recruiter in Los Angeles for FY 1977, just 12 months after the totally incorrect assessment of his potential.

When asked how he did it, Marl was lavish with praise for Norwalk area commander, Captain Steven Sakuma, and his station commander, Staff Sergeant Ron Freeman. "My station commander is more than 50 percent of my success. He doesn't tell me what to do; he makes suggestions. And my area commander can always be counted on to solve any procedural problems. He never fails me; he always answers my questions promptly."

But that's not the whole story. Green relates to young people. "I never had a father image to look up to in the important growing years. I like to be there when a kid needs me," offers Green.

To this effect, Green has developed a secret weapon. He relates not just one to one but counsels *en masse*. Green occasionally guest lectures in a class in personal growth for the guidance counseling teacher at Washington High School in South Los Angeles—an inner city school.

Sergeant Green stands up in front of the classroom and gives an old-fashioned morality lesson. He draws analogies on how the Army can benefit young people. "Do you want to be a somebody, or do you want to be a nobody?" he asks. As he talks, his audience sits with rapt attention.

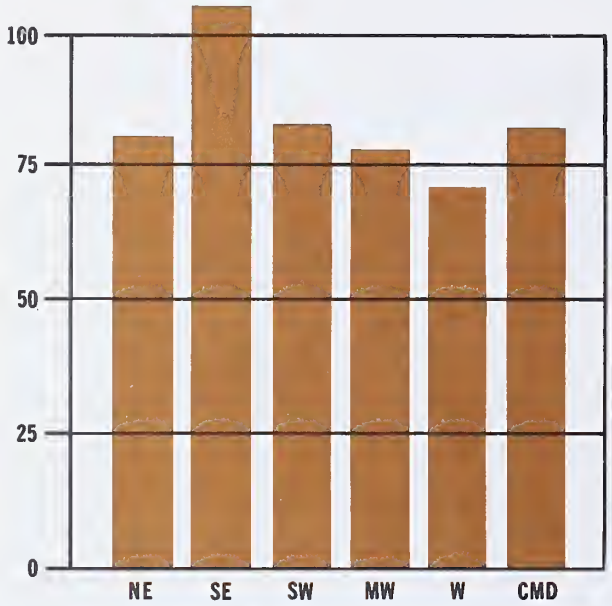
The first hand goes up. "How old do you have to be to join the Army?" Another hand: "What do they pay you?" To substantiate all his claims, Green shows basic training films, job training films, and film strips. Green maintains, "I talk to kids on their own level. I don't talk Army. I talk future."

SGT Green explains that he never tries to contact the students in that class—they're sophomores. But by the time they are seniors, they know him and they contact him. It's a revolving thing—seniors who go into the Delayed Entry Program tell other seniors.

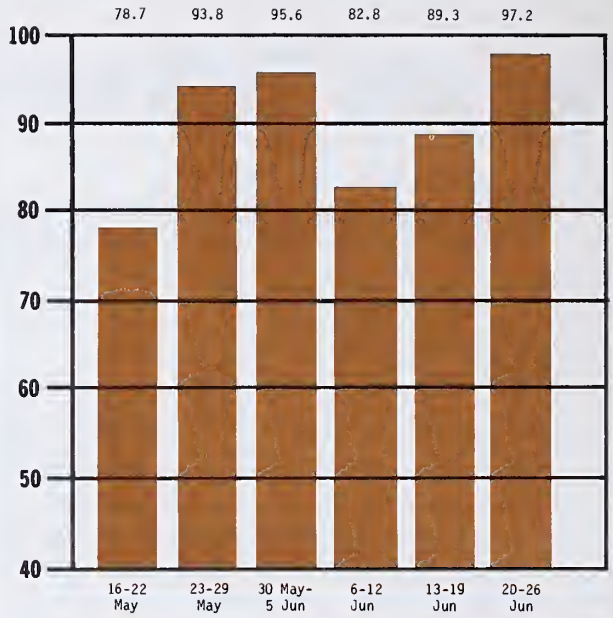
When Green was asked how he got permission to talk to this class he said, "It all came about casually. I told the regular teacher, I wasn't trying to take students out of school but give their life a direction, an alternative after graduation. The teacher introduced me to the principal and he gave his consent."

Green offers some solid motivation as to why he runs so hard. "My wife and baby keep me going—my family, the people I work with, the teamwork."

Q-2



Year-to-date regional high school diploma grad mission accomplishment as of 26 June 78



Percentage of objective accomplished for shipping periods indicated.

QUALITY & QUANTITY

MAY

QIPS credits/recruit

1.	NERRC	7.35
2.	SERRC	7.32
3.	WRRC	6.90
4.	MWRRC	6.73
5.	SWRRC	6.71
	COMMAND	7.05

Top DRCs **

1.	Columbia	7.74
2.	Montgomery	7.59
3.	Richmond	7.57
4.	Jacksonville	7.52
5.	San Juan	7.37
6.	Charlotte	7.29
7.	Raleigh	7.28
8.	Balto-Wash	7.27
	Miami	7.27
10.	Nashville	7.22
11.	Jackson	7.20
12.	Atlanta	7.07
13.	Beckley	6.82
14.	Cincinnati	6.79
15.	Oklahoma City	6.60
16.	Little Rock	6.58
17.	Sacramento	6.45
18.	Honolulu	6.24
19.	Louisville	6.17
20.	New Orleans	6.15
21.	St. Louis	6.09

QIPS credits/recruiter

1.	SERRC	27.24
2.	SWRRC	13.88
3.	WRRC	13.23
4.	NERRC	12.33
5.	MWRRC	9.39
	COMMAND	14.21

Top DRCs **

1.	San Juan	47.13
2.	Columbia	37.83
3.	Raleigh	33.79
4.	Miami	32.39
5.	Charlotte	27.74
6.	Montgomery	26.27
7.	Richmond	26.10
8.	Jacksonville	25.69
9.	Jackson	25.04
10.	Atlanta	24.66
11.	Honolulu	21.31
12.	Little Rock	18.79
13.	Louisville	17.78
14.	Sacramento	17.09
15.	Balto-Wash	16.19
16.	Nashville	15.15
17.	Cincinnati	14.62
18.	New Orleans	14.57
19.	Beckley	14.24
20.	St. Louis	9.89
21.	Oklahoma City	9.46

** Only those DRCs that accomplished their quantitative objectives each week during the reception station month starting May 20th and ending June 26th were eligible for consideration.

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

(For the 37 shipping periods 23 May thru 26 June 78)

37 of 37 weeks	Atlanta*	23 of 37	Phoenix*	11 of 37	Detroit
	Balto-Wash*		St. Louis*		Pittsburgh
	Beckley*	22 of 37	Cleveland	10 of 37	Albuquerque
	Charlotte*	20 of 37	Harrisburgh*		Chicago
	Cincinnati*		Houston*		Los Angeles
	Columbia*	19 of 37	Boston*	9 of 37	Albany
	Jackson*		Peoria		Kansas City
	Jacksonville*	18 of 37	Indianapolis		Omaha
	Louisville*	15 of 37	Columbus	8 of 37	Dallas
	Miami*		Denver		Long Island
	Montgomery*		Lansing		Milwaukee
	Nashville*		Oklahoma City		Newburgh
	Raleigh*		Syracuse	7 of 37	Minneapolis
	Richmond*	14 of 37	Philadelphia		Newark
	San Juan*	13 of 37	Des Moines		San Antonio
35 of 37	Honolulu*		Portland	6 of 37	Santa Ana
27 of 37	Little Rock*		Sacramento		Seattle
	New Orleans*	12 of 37	Salt Lake City	4 of 37	Niagara Falls
24 of 37	Concord*		San Francisco	2 of 37	New Haven

* These DRCs were at 100 percent of year-to-date objective through 26 June, the end of the June shipping month.

_____ These DRCs were at 100 percent of year-to-date high school diploma grad (male) objective.

SP5 Dave Polewski

MG Forrester counsels the Sergeants Major (left) and Dr. White (DoD) gives conference attendees his view on America's defense preparedness.

At the Commanders' Conference

What do 200 AFEES, sector, district and region commanders and sergeants major do when they go to the big city for a conference? They stamp their feet and clap their hands to the tune of "Turkey in the Straw." That's what they do. Among other things.

The occasion for the down-home hoe-down was the closing of SFC Bill Slease's presentation at the Wednesday luncheon during the annual USAREC/MEPCOM commanders' conference at the Conrad Hilton hotel in Chicago, May 14-18.

The dynamic recruiter of the year's dual theme was teamwork and determination. The motivational presentation included Slease's views on the role of the team, recruiter support from sergeants major and commanders, family support, and the philosophy that unless you ask, you won't receive.

As graphic proof of this philosophy, SFC Slease arranged for the noted violinist, Franz Benteler (complete with orchestra) to play a patriotic medley during the close of his presentation. Mr. Benteler has also played before the Queen of England, the King of Sweden, the Shah of Iran and three presidents with his 1701 Stradivarius. For the past eight years, Benteler has been serenading diners at the Consort Room of the Continental Plaza Hotel in Chicago.

What makes Benteler's playing for the USAREC and MEPCOM commanders even more remarkable is that Sergeant Slease asked Mr. Benteler if he would play for the conference and, being a patriotic American, Mr. Benteler kindly donated his time and that of his orchestra. The superb performance of Mr. Benteler and his group was recognized in several standing ovations by the NCOs and officers attending the conference.

At the other three luncheons, the commanders and sergeants major were addressed by Dr. John White, assistant secretary of defense (MRA&L); LTG Edward C. Meyer, deputy chief of staff, operations and plans HQ DA; and LTG DeWitt C. Smith, Jr., deputy chief of staff, personnel, HQ DA. All three speakers were unanimous in their praise of Army recruiters and the MEPCOM team. They congratulated the two commands for having done an outstanding job of "providing and processing" the strength our country needs to have a strong defense force.

The speakers agreed that the greatest challenge the Army faces today is that of filling the Reserve components with the right number and the right kind of people. They stressed that the Reserve components would be called upon in large numbers and in a relative hurry to reinforce and support the active Army in a time of national emergency.

During each of the four days, 12 workshop sessions were held. These were problem-solving meetings with findings reported on at the conference and final reports due to be submitted to HQ USAREC and HQ MEPCOM at a later date. At that time, they will be evaluated and acted upon as appropriate. Feedback on all recommendations will be provided to each conference attendee.

In his opening remarks to the commanders, General Forrester gave his "State of Recruiting" message and announced that he would soon be leaving the command. His replacement, he noted, was to be MG William L. Mundie and he asked that commanders and recruiters alike give General Mundie the kind of support that he was afforded when he took over the command in 1975.

The results of that request are best illustrated in MG Forrester's remark at the close of SFC Slease's speech and concert by Mr. Benteler, "That only goes to show what a person can do if he really hustles."

Update

VA Work-Study Program

Full-time veteran students who foresee money problems at fall enrollment time should look into the Veterans Administration's work-study program.

The VA says that GI Bill payment procedures might leave students in a bind if they don't have savings from summer jobs to pay necessary enrollment and subsistance expenses. To help offset this financial headache, VA will make more work-study jobs available.

GI Bill students can work up to 250 hours a semester for VA and receive $2.50 an hour in addition to their usual education assistance allowances. An advance of up to $250 is available as soon as the employment agreement is processed. The advance covers the first 100 hours of work.

Jobs are available for VA-related work on a given campus or at a VA facility. Priority is established on the basis of service-connected disability, financial need, motivation and the nature of the work. After the first 100 hours, VA pays work-study students after each 50 hours of work.

Details are available from campus VA counselors or at any VA office.

The Army Travels. . . .

The Army's master menu on a typical day in 1943 called for boiled corned beef, boiled potatoes, boiled cabbage, vegetable soup, hot rolls, butter and apple brown betty. Thirty-five years later, on a typical day the master menu calls for 25 items or more, including baked lasagna and breaded veal steaks, to cheeseburgers and french fries.

The introduction of short order foods on Army menus about seven years ago has only been moderately popular. An estimated 30 percent of lunch meals are of the "pop food" variety. But the Army's dietary chief for mess halls (they've also changed the name to "dining facilities") says that short order meals stack up well nutritionally with full course hot meals if they include salads, soups and other items.

The Army's master menu is based on a selection of almost 400 items. Of these items, milk ranks first in popularity among troops, followed by grilled steak, orange juice, corn-on-the-cob and eggs to order.

Dessert is a popular menu item, especially the fresh fruits and fruit salads. And while richer desserts enjoy their share of popularity, Army chefs are becoming more calorie-conscious about desserts and other fattening food items.

The Army served 250 million meals in FY 1977 and it did so with fewer people and in fewer facilities. The recent trend has been to consolidate mess halls (make that dining facilities) which saves money, manpower and building upkeep.

Whether boiled, fried, freeze-dried, condensed or low-calorie, the Army still travels on its stomach.

New MEPCOM DCG

Rear Admiral Charles E. Gurney III, USN, took over as the MEPCOM deputy commander May 1 after a three year tour with the Bureau of Navy Personnel in Washington.

During his 26 years of Navy service, Admiral Gurney has been assigned to sea duty on a variety of ships including destroyers, mine-sweepers, guided missile destroyers, destroyer escorts, and as the commander of a destroyer squadron. He has had two previous tours with the Bureau of Navy Personnel.

Admiral Gurney is a 1952 graduate of the US Naval Academy at Annapolis and received an MA degree in political science from Stanford University in 1964.

Reenlistment RPIs

On page 22 of this issue is a description of the new procedures recruiters go through to order RPIs. Reenlistment offices must now also use these procedures for ordering RPIs, but with one temporary difference. Recruiters have received copies of the USAREC Form 511 through USAREC's administrative channels, but reenlistment people may still use DA Form 17 until they receive the new form. Reenlistment people will receive the 511 forms when their next order is completed, and they must use that form thereafter.

The *Journal* will no longer print a list of available reenlistment RPIs because, as the story on page 22 says, the order form is the list of available RPIs. If, between revisions of the form, an RPI's stock is exhausted, either permanently or temporarily, the requestor will be informed. If it is temporarily out of stock, the requestor will automatically receive that RPI when it is again in stock without further action.

Saving Time?

Did you ever wonder whether or not fast drivers actually save time on a trip? If they save time, did you wonder how much it costs to save it? Well, the same thoughts came to several automobile accessory manufac-

turers. They decided to get some answers so they set up an experiment.

They planned a thousand mile trip, took two identical cars and fitted them with instruments to measure trip details. One driver was told to make the best time he could while the other was instructed to avoid risk and move as traffic flow permitted.

The fast driver passed 2004 cars and braked 1339 times, completing the trip in 20 hours and 12 minutes. The other driver passed only 645 cars, braked 652 times and covered the distance in 20 hours and 43 minutes. Difference: 31 minutes.

The faster driver saved 31 minutes but had three times the brake wear, three times the accident exposure, and used 13 more gallons of gas. At 60c a gallon, that's $7.80 more than the conservative driver. Computed over 12,000 miles (the national average for a year's driving), the faster driver's fuel bill would be $93.60 more.

From both the dollar and safety viewpoints, speed isn't worth that much. (Adapted from The USAF Recruiter)

Policy Note

In the June issue of the *Journal* (p. 18, "A Newly Established Partnership,") reference was made to names provided by ROTC units to Army recruiters. Some questions have been raised on the general subject of ROTC/recruiter exchange of names. Recently ROTC units have been prohibited from providing *lists* of names of dropouts to recruiters because of Privacy Act considerations. A forthcoming issue of "Direct Action" will provide you with more details.

CHAMPUS Study Set

The Defense Department's former principal personnel planner and overseer of military benefits was named to conduct a study of the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS).

Vice Admiral John G. Finneran, USN (ret.), assisted by a small staff of military officers, will spend about three months seeking ways to improve the program's performance and will work with CHAMPUS management in assessing its priorities and procedures, according to DoD health officials. When Finneran retired last year, he was the Deputy Assistant Secretary of Defense for Military Personnel Policy.

The DoD officials added that "Because he is not a member of the CHAMPUS management team or the medical community, he should be able to spot some areas of potential improvement. At the same time, his 'insider's' expertise in military personnel planning, particularly in the area of military benefits, makes him acutely aware of the importance of CHAMPUS to military families. And, he is aware of budgetary problems that constrain the program."

Challenge

All Army National Guard unit commanders have been challenged by the chief of the National Guard Bureau to produce a net gain of at least one person a month from April through September.

Bureau Chief Major General LaVern E. Weber, in announcing the challenge, said that in the 342 year history of the National Guard, commanders have faced and met the challenges of the time, and accomplishing any mission has, ultimately, depended upon the unit commanders.

"We must retain our Guardsmen and women and recruit new ones," General Weber said. "Our strength levels determine how much and what kind of equipment we will get, what kind of facilities we will use, and what kind of training we can provide."

General Weber pointed out that one of the keys to retention is a good credible training program which is possible only with adequate strength levels.

"The vicious cycle is complete. Everything depends on recruiting and retention. Everything therefore, depends on you," he said emphasizing to the unit commanders.

"I could have recruited six people today, but I thought he meant over a six month period."

LTC Jack Stevens, chief of the Guard's Recruiting and Retention Branch, said, "We have found that the best prospects are those that are recommended by unit members, so to help with that we have provided the states with a booklet called '10 Hot Prospects.' This pamphlet was developed for unit members to use when talking to people about the National Guard."

Re-Update

By SGM ROBERT L. SWAGER
HQDA (DAPE-MPR-P)

Changes to AR 601-280. Change 1 to AR 601-280 has been published and is in distribution. It has an effective date of 1 September 1978. Change 2 is at the printer. This incorporates interim change 3 and some other administrative corrections. Printed Change 3 is being worked on now; it will adjust policies to align this regulation with changes to other publications.

Changes to DA Pamphlet 351-4. Based on recommendations of several conferences during the past year, TRADOC has agreed to publish changes in eligibility criteria and to send this information out in electrical message format to insure Reenlistment NCOs have the latest requirements.

DA Form 1315. We received numerous suggestions for improvements and changes to the form. Several have been incorporated; some others, because of space, were not. Remember, some items are required by MACOMs and/or local commands. These items can be placed in the remarks block. The form is at the printer and should be in distribution around the first of September. AR 601-280 instructions will be in Change 3.

Personnel changes. COL Greynolds, chief of the Recruitment and Reenlistment Division, has moved to a new job as deputy director of Military Personnel Management. COL David White, who was chief of the Operations Branch of Recruitment and Reenlistment Division, has replaced him. LTC Dennis Flynn left the Reenlistment Policy staff to be the Adjutant General of the 2nd Infantry Division in Korea; and LTC George Lawton left the Review and Analysis staff and is assigned to a special study group. They will be missed, and we wish them best of luck in their new positions. Major Walter Marm has joined the policy staff. He came from the Armed Forces Staff College at Norfolk, Va. We welcome him aboard.

FORSCOM/TRADOC Reenlistment Conference. The 1978 FORSCOM/TRADOC Reenlistment Conference will be held in the Washington, D.C. area August 29-30. FORSCOM will be providing more information on this during the next couple of weeks. This conference will be followed by the DA Reenlistment Steering Group meeting Aug 31-Sep 1. Mark your calendars and plan to attend.

Average EERWA. The Army's Enlisted Records and Evaluation Center has released the latest Army-wide Enlisted Evaluation Report Weighted Averages by pay grade. As of Mar 31, the averages are: E9, 124.16; E8, 123.42; E7, 121.52; E6, 119.27; E5, 116.19; and E4, 110.98. Each soldier's average is automatically computed and entered on the soldier's USAEREC Form 10A, Enlisted Evaluation Data Report.

Deletion from on-orders file. As you know, making a change after a soldier has accepted an offer takes from 6-8 weeks. A solution to this problem is being worked on by DA ODCSPER and MILPERCEN; however, the solution will be some time in coming. You should advise your applicants of the delay factor involved when a change is made and make sure (as sure as possible) that the offer received is what the individual wants before accepting.

RQTs—are they current? We have received information that some RQTs do not cover current procedures and require knowledge of outdated equipment. In view of the slippage of dates for introduction of many SQTs, this situation may become more pronounced in the future. If you find an RQT that needs updating, let us know and we will request ITEDS update the test.

Weight Control Program (AR 600-9). A recent decision by CSA will result in a change to the Weight Control Program currently contained in Chapter 3, AR 600-9, to require written documentation of individual participation in the program. In addition, upon PCS of a soldier in the program, the losing unit commander will be required to provide accumulated documentation to the gaining unit commander. Implementation of this policy will initially be accomplished by a message change to AR 600-9 by ODCSPER. A proposed change to AR 600-9 and a procedure for DA Pamphlet 600-8, which will standardize documentation formats, are being staffed. To assist assignment managers, part of the aforementioned staffing action is a proposed change to AR 640-2-1 which will require weight control program failures to be reported to MILPERCEN via an entry in item 4, DA Form 2-1.

Last time around. This is my last column. SGM Whitmore will be the new author, and I will be sitting with my fishing pole in Kentucky. I wish you all the best of luck. One final thought: The best road to success in reenlistment goes through hard work, honesty and commanders' support.

By SGM VERNON WHITMORE
Senior Reenlistment NCO, DCSPER

A simple, workable reenlistment program is very important, but none will succeed at any level without the proper attention of the commander.

A recent analysis of the various command reenlistment accomplishments in Europe indicates that the greatest success achieved was in those units where the commander took an active interest and part in the program. The program's success or lack thereof is in direct proportion to the participation and involvement of the commander. For the purpose of this review, command actions are put into three categories—"passive support," "command support" and "commander participation or involvement."

Least effective of these is "passive support." There are few, if any, commanders above company level who

will admit to giving the program no support at all. Therefore, it is fitting that we begin with the "passive support" commander. He knows there is a reenlistment program and accepts the fact that there is a need for such a program. He is aware that a Reenlistment NCO is appointed and may, from time to time, pass word to his Reenlistment NCO to get *his* job done. He may or may not also acknowledge that his Reenlistment NCO has no easy task. This is the extent of his involvement in the reenlistment program.

The next category is the "command support" commander.

This commander doesn't hesitate to inform his subordinate commanders that he wants more reenlistment. He provides the minimum basic means for retaining trained soldiers in the Army, and insures through his staff that additional and full-time reenlistment personnel are properly appointed. He also unhesitatingly makes opening remarks at training seminars and conferences in which he challenges the Reenlistment NCOs to absorb all the knowledge possible so they can go back to their units better fitted for the job.

At the end of each month he reviews statistics with a disheartened finding that only average results have been achieved.

The last and most effective of these categories is "commander participation and involvement."

This is the commander who takes the extra step, walks the extra mile or works the extra hour to insure that his reenlistment objectives are achieved. He first insists that the best non-commissioned officers available to him are assigned as Reenlistment NCOs. He acknowledges the senior Reenlistment NCO as an important member of his staff, and consults him on no less than a weekly basis; he reviews at least daily, his subordinate commands' accomplishments; he insures that some well-intended staff officer doesn't withhold the bad news and report to him only the good, and weeds out the excuses to work only on facts and results. With these reviews and consultations, he is ready for action.

His action may be a pat on the back for those commanders whose objectives are being met or exceeded, or it may be a "get with it" call or note to the commander falling behind. He has reenlistments at the top of the list of subjects to review on each of his command visits and will frequently discuss reenlistment with those soldiers who are undecided about their future.

Reenlistment is a commander's program and every subordinate commander must know what his boss expects. Likewise, he should expect stimulus from above when objectives are not being met. A commander who takes this daily, active part in his reenlistment program will succeed.

The cliche that "a unit does well only those things the commander checks" is a truism for reenlistment, but implementation is a must for success.

By PFC KATHY MILES
Public Affairs Office, Ft. Campbell, Ky.

Lunch was a serious business at a First Termer's Luncheon held here recently.

The host, LTC William Lehrfeld, said the purpose of the meeting was to let soldiers know what benefits there are to staying in the Army.

The 1st Bn, 501st Inf commander said, "The Army offers things to me as a lieutenant colonel that I don't know about and the Army offers things to troops that you may not know about.

Information on education benefits, Veterans Administration benefits and advantages of being in the military were discussed by various soldiers and civilians working within the different areas.

Alotha W. Barbour, 2d Brigade education counselor; Larry E. Jones, an education branch counselor; and SFC Donald W. Joiner, Hopkinsville, Ky., recruiting station commander, were the guest speakers at the luncheon.

Captain Jay H. Shimmick, post reenlistment officer, explained that a First Termer's Luncheon is held for soldiers who are about to end their initial enlistment.

"It's up to the unit commanders to decide if this particular type of program should be used in their reenlistment program. For example, the 3d Brigade holds a First Termer's Breakfast rather than a luncheon," he added.

Barbour led the group of speakers at the luncheon explaining to the soldiers about government programs available to help them further education.

Jones was on hand to share information on Veterans Administration benefits. He explained what the GI Bill was about, disability insurance and unemployment benefits that will be available.

Explaining the necessary paperwork for any ex-soldier trying to reenter the military, SFC Joiner emphasized some of the consequences that might occur even after a short separation.

For example, he told of an E7 ETSing, then, after 96 days, deciding to reenter. "He went from an E7 down to an E5 after just 96 days out of the Army," Joiner said.

Even if the soldier who attended the 2d Brigade luncheon doesn't intend to reenlist, he will at least know some of the benefits that are available to him. He will also be aware of some consequences that might become realities if he decides to go back into the military after separation.

'What can I offer a soldier

By MSG M. R. BUNGER
Instructor, Reenlistment NCO Course
US Army Institute of Administration

Recently I was speaking to a personnel management officers' course class about the Army reenlistment program when a captain in the class asked, "What can I offer a soldier to get him to reenlist when it comes time for his reenlistment talk?"

My first impulse was to give the captain a short reply, something on the nature of "schools, travel, money"; the common things that most of us associate with a reenlistment sales pitch.

But, to give myself time to formulate an answer, I repeated the captain's question, to make sure I understood exactly what he was asking. The captain elaborated somewhat. He said "Yes, sergeant, what can I offer him? Everyone knows that we are losing our benefits; we are facing a 30 year retirement plan; medical and dental care isn't as available as it used to be in many areas; and promotions to E5 and E6 are becoming more difficult to achieve. What can I offer the soldier to get him to reenlist?"

An excellent question. What do we offer a soldier to get him to reenlist? After another moment's thought, this is the answer I gave the captain, and the entire class.

Let me tell you about the Army reenlistment system.

To begin with, you must understand that the reenlistment system is just like leadership: you practice leadership from the first day the soldier reports to your unit. You also start the reenlistment system at the same time, the first day the soldier reports to your unit. To follow the reenlistment system, look at the chart that goes with this article.

A This portion represents the time normally needed for a soldier to complete basic training and AIT before he reports to your unit. When the soldier reports, he is usually concerned with the basic human needs of food, clothing, shelter and money. He may be hungry and he may want to bathe and change after a long journey. In addition, he will probably want a place to lay his weary body, and could be without funds. He will probably be feeling very alone, and somewhat apprehensive. He may be hoping to meet someone, anyone, who will smile at him and be glad to see him.

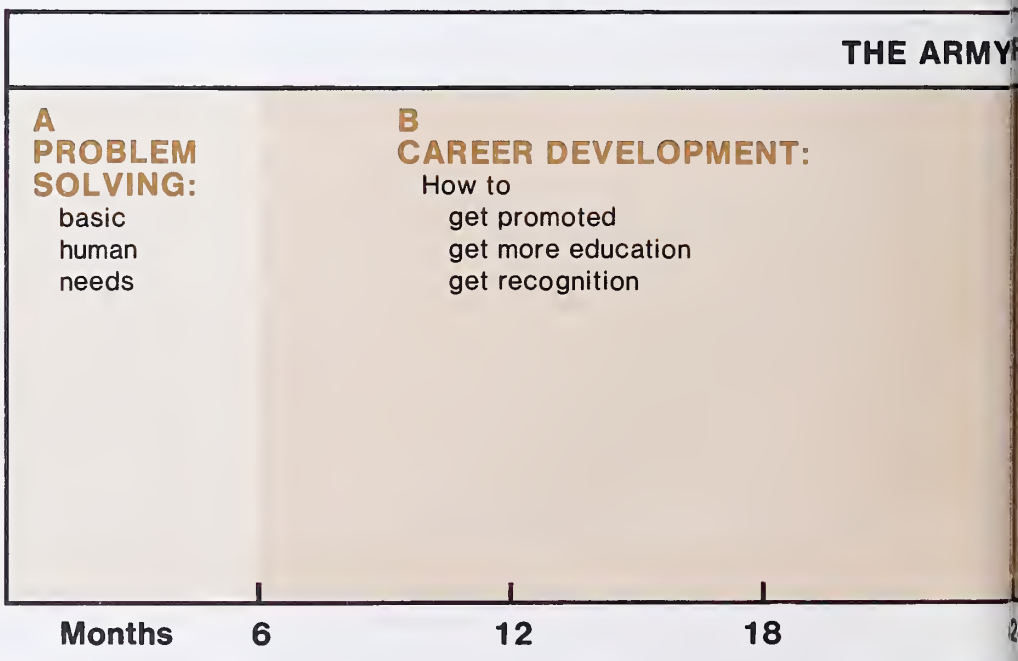
At this point, he needs help. He needs someone to help him solve his basic human needs. His first impressions, which may last for as long as he is assigned to your unit, will probably be determined during these first few days. If another soldier is available to take him where he needs to go to solve his problems, the incoming soldier will probably form good impressions of your unit.

But, if he is **sent**, unescorted, all over an unfamiliar post and has to try to solve his problems on his own, he will become angry and frustrated and bad impressions of your unit will be formed. He will feel that not one person in your unit is the least bit concerned for his welfare. These first impressions may make the difference between average and outstanding performance on the job, and will have a definite bearing on his reenlistment decision in coming months.

B After the soldier has been integrated into the unit, and has worked into the routine of unit activities and missions, he will probably begin to notice that his contemporaries are being promoted. He will also see that others are involved in various education and specialized training programs, are being recognized for superior duty performance, and generally seem to be well-versed on the Army way of life.

He will begin to ask questions, usually of his contemporaries, about these things. Unfortunately, the information he receives from his fellow soldiers may not be always accurate and complete. At this point, an astute leader will "pick up" on the soldier's requests for information, and will begin to educate that soldier in these subject areas.

If this process of education of the soldier by the leader is done correctly, and if the soldier has a sincere desire to progress in the Army, a solid foun-



to get him to reenlist?'

dation of that soldier's career development has begun.

The soldier will progress, learn, and will be competitive for promotions and recognition through the understanding and use of Army programs and benefits. Some first termers in certain MOSs, however, may discover that their PMOS is in an overstrength status. These soldiers must evaluate their situation, and make a decision. This decision is: remain in my current PMOS, face high promotion cut-off scores to grades E5 and E6, and, in most cases, reenlist for no bonus money; or learn a new job, reclassify into a shortage MOS after 24 months' service (preferably one which pays an SRB) and have an improved promotion potential to grades E5 and E6.

Whatever the service member chooses, he must have *all* the facts so that he can make a knowledgeable decision. Normally, should the soldier choose the reclassification route, he will be an almost certain reenlistee when he becomes eligible.

C At this point, between the soldier's 30th and 36th month of service (on a three year enlistment), is where the answer to the captain's original question is given. For two years you have been helping the soldier. You helped him solve the problems of his basic human needs: food, clothing, shelter, money, and a sense of belonging, of being needed. You have helped him progress in the Army, provided him access and knowledge about Army programs and benefits so he could win recognition and promotion. You have provided him with enough knowledge to make a decision on whether to stay in his current PMOS, or reclassify into another.

Now, it is time to remind the soldier of all these things. What can you offer the soldier to get him to reenlist? More of the same. He must admit that you have helped him every step of the way in his Army career, up to this point. You have proven beyond doubt that you are a good leader who is genuinely concerned with the soldier's welfare, health and progression through life.

What more does he need? Remind him of these things. **Ask him to reenlist.** After all, he owes you and the Army something, doesn't he? He can return your efforts by reenlisting.

D Now that the soldier has agreed to stay Army with you for three more years, you don't have to spend so much effort on him, right?

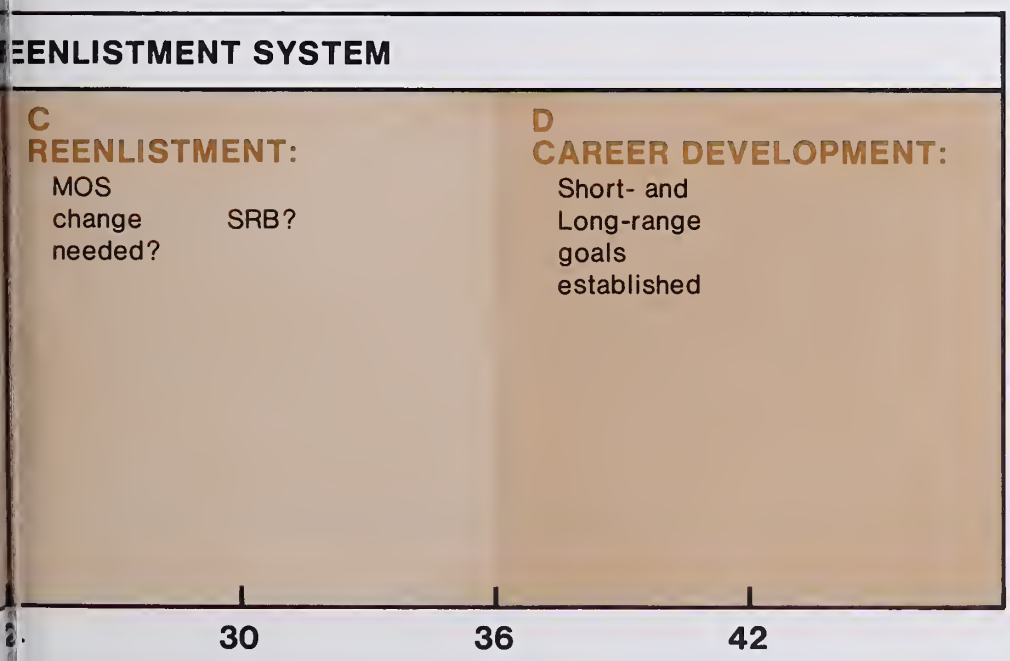
Wrong!

You may not have to spend as much time with your new career soldier, but you must not neglect him, either. A few months after the soldier has reenlisted, it's time for the two of you to sit down and thoroughly discuss his future career. He must identify long-range, realistic goals. He must understand everything he must do to attain his long-range goals. He should set up a realistic timetable of accomplishments toward these goals. This timetable is what is called short-range goals.

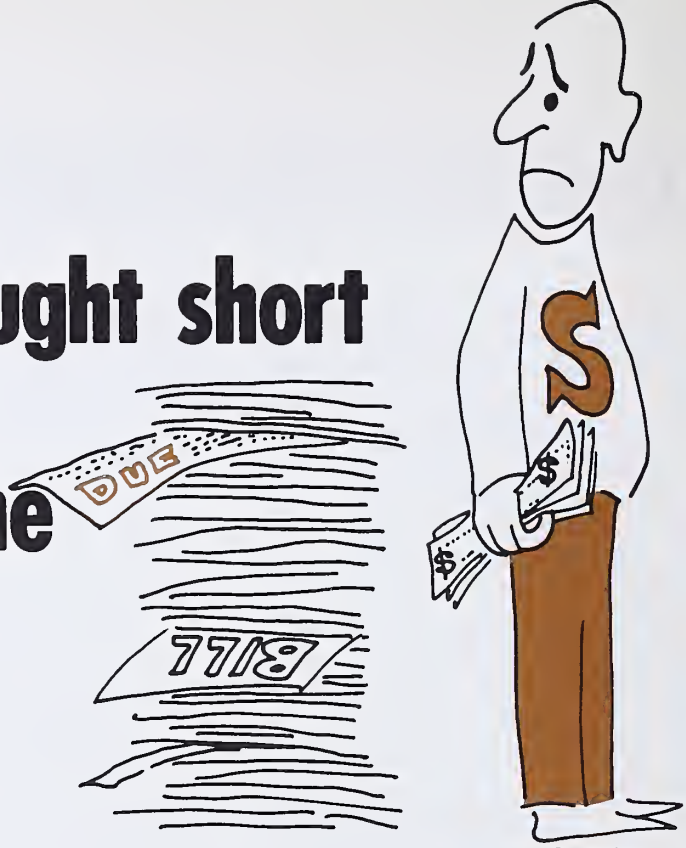
If the soldier's long-range goal is to become a sergeant major, and he is now an E5, then he knows that he must be promoted to each of the pay grades between, in turn. For the soldier to receive timely promotions, he must accomplish certain tasks and complete certain programs along the way. For instance: NCO academy; NCOES; correspondence courses; formal Army schooling; college courses; and other programs to improve his promotion potential. Accordingly, he must be outstanding on the job.

Once the soldier has set his long-range goals, and the intermediate tasks have been identified, your responsibility becomes that of professional guidance. Keep him on track, check his progress, and encourage him to keep working toward his goals. Through your influence and interest he will become a good leader, just like you, and your unit and the Army will be better.

That was my answer to the captain. It's what the Army reenlistment system is all about: nothing but leadership, no gimmicks, no fancy footwork, no snow-job, just plain, solid leadership.



How to *not* get caught short when the bills come



Sharon Jern

Bob Arney of the USAREC comptroller's office takes us on a trip that could have led to financial ruin for our mythical SSG Smedley in Part IV of the Journal's *series on money management.*

Ever get caught short? Like Smedley? Staff Sergeant Joe S. Smedley (the "S" is for "Struggle") bought presents in July for all the birthdays (six of them) in his family that month, including in-laws. And he spent a little on an excursion to the lake with the wife and kids on a five day leave the Fourth of July weekend. The house payment and the car payment were already taken care of, so money was not a problem.

But . . . oops! When Smedley got back from leave, the annual car insurance bill was waiting. It was spread out over four months, but the first payment was due July 23. And no grace period. Your car is insured or not, depending on whether you pay. So Smedley paid, and it took a big chunk out of the money he had left for the rest of the month. We'll just skinny through until next payday, said Smedley. Boiled hot dogs for supper. And if that fluttering TV breaks down, it'll just have to stay broke down until payday.

But, (the kicker, now) Smedley bought an air conditioner on time payments in June. He got that bill in July, too. First payment due 26 July. Bad mistake.

Now Smedley goes into deep sweat mode. Pay late and screw up the credit record? Borrow from a friend? Get a loan from a fast money store? (You walk into those places on financial crutches, and you go out in a wheelchair.) Smedley was tempted. And it got worse when the phone bill and the electric bill came. Smedley never thought about even the *routine* bills until they came in the mail. Now he was about ready to really get wrapped around the axle—borrow money and dig himself into a hole for many months to come. And, you'd believe it, wouldn't you? The TV **did** break down.

Smedley lost his financial freedom. You know the slogan—The Price of Freedom is Eternal Vigilance! That's what Smedley needs, a little vigilance. We could call it a little planning, to watch where his finances are going. That's vigilance.

Look on the next page for what we did for Smedley. We backed his story up to the beginning of the year, and we gave him a *Money Plan*. We're not going to call it a budget, because we've heard that budgets tend to baffle some people. And we're not fascinated with bookkeeping, so we're

keeping it simple. No green eyeshade and garters on the sleeves required. (Smedley's *Money Plan* is really a budget, though, with just some basic, minimum features of a budget.)

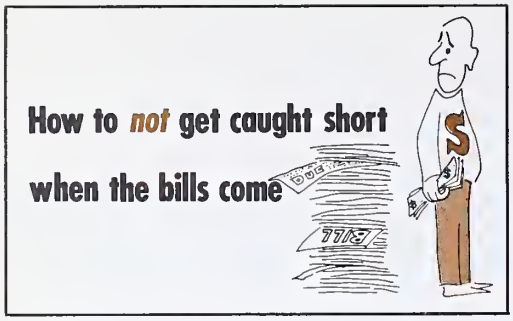
The *Money Plan* shows what's coming in, what's going out, and what's left over. It also shows what's coming up that you'd better get some money ready for. (That's so you won't get caught short.) And it shows you how flexible you can be in any given month. With this kind of a *Money Plan*, you could think of your money as *supplies* of money on your shelf. You keep some on hand. You issue some to fill demands. You get some more to replace what you've used. And that's added to your supply on hand, and so forth. And you've got regular demands on your money each month, and some special demands that come up only in certain months.

Your plan should be spread out for a year to cover all the expenses that come every year, but just at certain times in the year. Set up a column for each month. If you're on half-month pay, you can still plan by the month, or you might find it easier to use a column for each pay period. (You can use several sheets of paper, of course.) We're using months in our example. You can put your *Money Plan* on any kind of paper, including a brown paper bag. A pad of what we used for Smedley's plan, which is pretty handy, can be bought at most variety stores.

You start by writing in how much income you will receive every month. Use pencil, not ink (in case you get promoted!). Include any income you receive from other sources, besides your military pay. Also write in the amounts you might plan to (or be forced to) withdraw from savings to cover unusually large expenses in a particular month. All this adds up to the available supply of money for each month. Write it in for the whole

THE MONEY PLAN

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
MILITARY PAY	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
SAVINGS WITHDRAWALS						200						
TOTAL AVAILABLE MONEY	1000	1000	1000	1000	1000	1200	1000	1000	1000	1000	1000	1000
SUBTRACT EXPENSES	945	995	935	1010	900	1100	990	980	980	940	885	950
AMOUNT OF FLEXIBILITY	55	5	65	−10	100	100	10	20	20	60	115	50
REGULAR EXPENSES:												
HOUSE PAYMENT	190											
CAR PAYMENT	120											
FREEZER PAYMENT	35	35	35	35	FREEZER PAID OFF		—	—	—	—	—	—
FOOD	240											
PHONE	20											
ELECTRICITY	40											
GASOLINE	60											
FAMILY OVERHEAD / INCIDENTALS	180											
	885	885	885	885	850	850	850	850	850	850	850	850
SPECIAL EXPENSES:												
CHRISTMAS CHGS. TO BE PD.	60	60										
INCOME TAX RETN. PAYMENT				75								
CAR INSURANCE							80	80	80	80		
BIRTHDAY PRESENTS							50					
SCHOOL CLOTHES + EQUIP.								40	40			
AIR CONDITIONER-$250 DN.						250	10	10	10	10	10	AIR COND. PAID OFF
SAVINGS ACCT. FOR AIR COND.		50	50	50	50							
CAR LICENSE											25	
CHRISTMAS PRESENTS												100
TOTAL EXPENSES	945	995	935	1010	900	1100	990	980	980	940	885	950



year—remember, this is a *Money Plan*.

Then write in all the regular monthly expenses you can think of. Things like house payment or rent, car payment, phone bill, electric bill, average food cost, average gasoline cost, etc. For some of these expenses, you know the exact amount, for the others, good round estimates are OK. The basic idea is to get the bills **that have to be paid** into the plan.

Next, and very important, is to get your unusual expenses into the plan. Write them in, in the months where you know they are going to occur. How do you know? One way is to look back through your cancelled checks and other receipts (which you always keep somewhere around the house, we hope). Think of the seasons, also. There's new school clothes for the kids, presents at Christmas time, etc. (Next year you can use *this* year's *Money Plan* as a guide.) Notice that Smedley anticipated the car insurance in July, and he remembered those six birthdays, too.

Some of your expenses are truly incidental, or casual, and it is not vital that you record them in the plan. These include the many regular but minor expenses that are too small to keep track of as separate items in your plan. After you've watched the *Money Plan* work for a while, and you have developed an experience factor, you can get a much better picture if you lump these together in the plan, and call them "regular incidentals" or "family overhead." Also, the unplanned incidentals include, for example, a new jacket you would buy only when you happen to find just the right one, or a small kitchen appliance on sale, or a telescope to support your kid's sudden burning interest in astronomy. The detail level you use to identify separate expenses is up to you. You can tighten it down to planning the cost of replacing your low

quarters every October, if you want to. But the main objective is to **plan the expenses that, if planned, would get you into trouble.** For most people, eight or ten firmly identified expense items is probably enough to keep things under control. But you can use more if it looks right to you.

Finally, you just add up the anticipated expenses for each month, and subtract them from your income for the month. What's left over is your "flexibility money." Figure out your monthly flexibility for the whole year, many months in advance. Granted, your estimates for the far out months will be a little bare bones, but you'll firm it up as time goes on.

When you know your flexibility, you know whether you can do anything special that you might have been thinking of doing, like a vacation trip, or buying a freezer, or whatever. And, when you see a month coming when you'll have more expenses than income, you can get ready for it. Notice, in our Smedley plan, that he anticipated the hot summer correctly, including the car insurance and the birthdays in July, and he started stashing money for the air conditioner in February.

It doesn't show in the plan, but Smedley has a savings bond coming out of his pay, plus he puts part of any monthly surplus, after paying the bills, into a savings account. But that's the subject of another article in this series.

You can see that this kind of a *Money Plan* is really keeping it simple. No percentages, no ratios, no elaborate record keeping. You've got the whole picture for every month of the year in tight little packages, with all the pertinent facts for a month in one column.

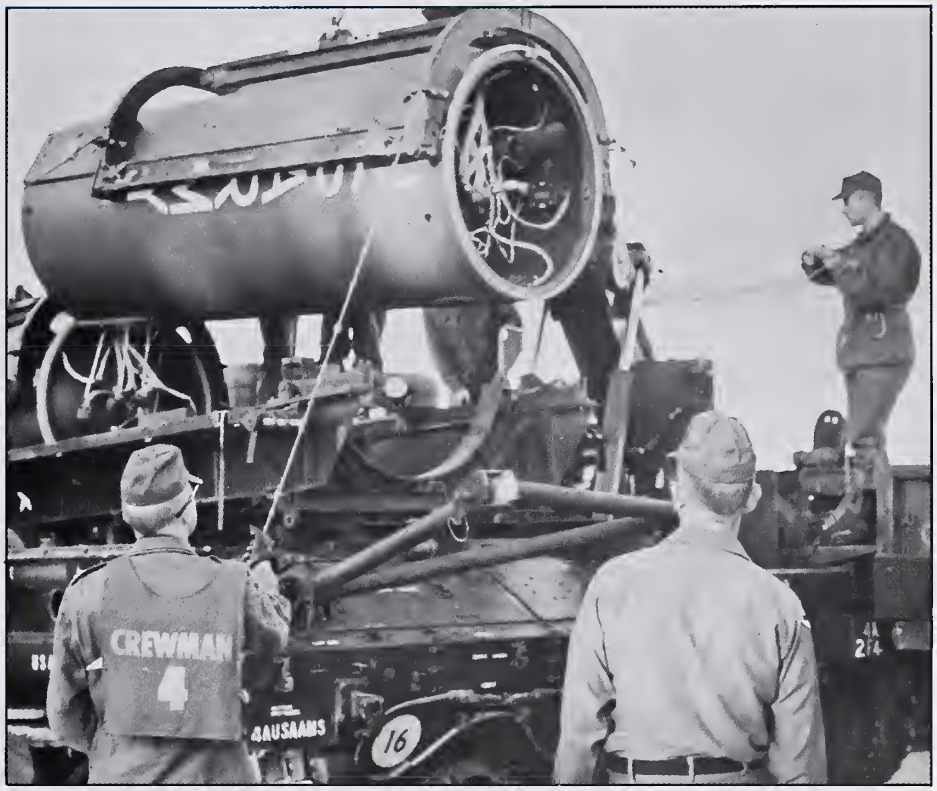
It is not necessary, of course, to arrange your plan exactly the way we made Smedley's. You can arrange the income, expenses, surpluses, and savings up and down on the page any way that suits you best for eye-balling it. Make the whole plan in pencil, so you can erase and update the plan as the year goes on and each month becomes more firm. Correct the estimates you made for the month just gone by, and write in the actual amounts you spent. That will give you a reference point for making future estimates more accurate. Take a look at the plan about once a month, around payday, for updating and to keep your finger on your financial pulse. And don't get caught short.

Smedley won't. Since we gave him a *Money Plan*, we've changed his middle name. Now he's called Smart.

MOS 15E

Pershing Missile Crewmember

By SP4 CHARLANE BUSSE
Public Affairs Office
Ft. Sill, Okla.



Pershing Missile Crewmembers undergo training at Ft. Sill, Okla.

Men and women who are members of a Pershing missile crew have one of the most challenging jobs in the Army. The Pershing missile is the strength that protects and stands ready to defend Europe against the communist block countries.

Are you intelligent, alert and prepared to meet the unexpected? If so, you will find the MOS 15E something special.

The person who is ready to take on this challenge must have above average intelligence, a background in mathematics and electronics, and better than average reading skills to be able to understand technical manuals.

A prospective crew member must have a background free of drug-related incidents to obtain the needed secret and top secret security clearances.

Soldiers receive five weeks of training at Ft. Sill, Okla., home of the Field Artillery School.

The course begins with an introduction to how the missile works. Crewmembers are taught physical assembly of the four-section missile. They also learn to drive and perform light maintenance on the vehicles used to move the missile and related equipment.

Crewmembers learn the operation of the main transporting piece, the erector-launcher. They are taught the maintenance of other ground support equipment like the 45KW and 10KW generators. More than a week is spent in hands-on field training and mock firing exercises.

The majority of the Pershing missilemen are stationed with one of three Pershing battalions in Germany. Some others remain at Ft. Sill which is the only CONUS duty station for Pershing missile crewmembers.

The Pershing battalion is the largest battalion in the Army with over 1,400 soldiers in each. A battalion's six batteries must provide crewmembers for around-the-clock duty. Pershing units are very technical and they must be ready for frequent inspections and be prepared for no-notice alert exercises.

Although Pershing missile crewmembers spend three to four months a year in the field, there is plenty of time to experience Europe and its different cultures.

Time spent in garrison is used for training and equipment maintenance.

The Pershing missile system, a two-stage solid propellent missile with a wide range, is capable of carrying a nuclear warhead.

The Pershing missile units are our first line of defense in Europe. This demands top-notch crew-members who are always prepared, like to work with heavy equipment, and maintain technical support equipment.

Although there is no direct civilian equivalent to the Pershing crewmember's job, there is no substitute for the experience of teamwork, accuracy and readiness that you will gain as a Pershing crewmember.

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MOS 15E

Pershing Missile Crewmember